

Sales Management

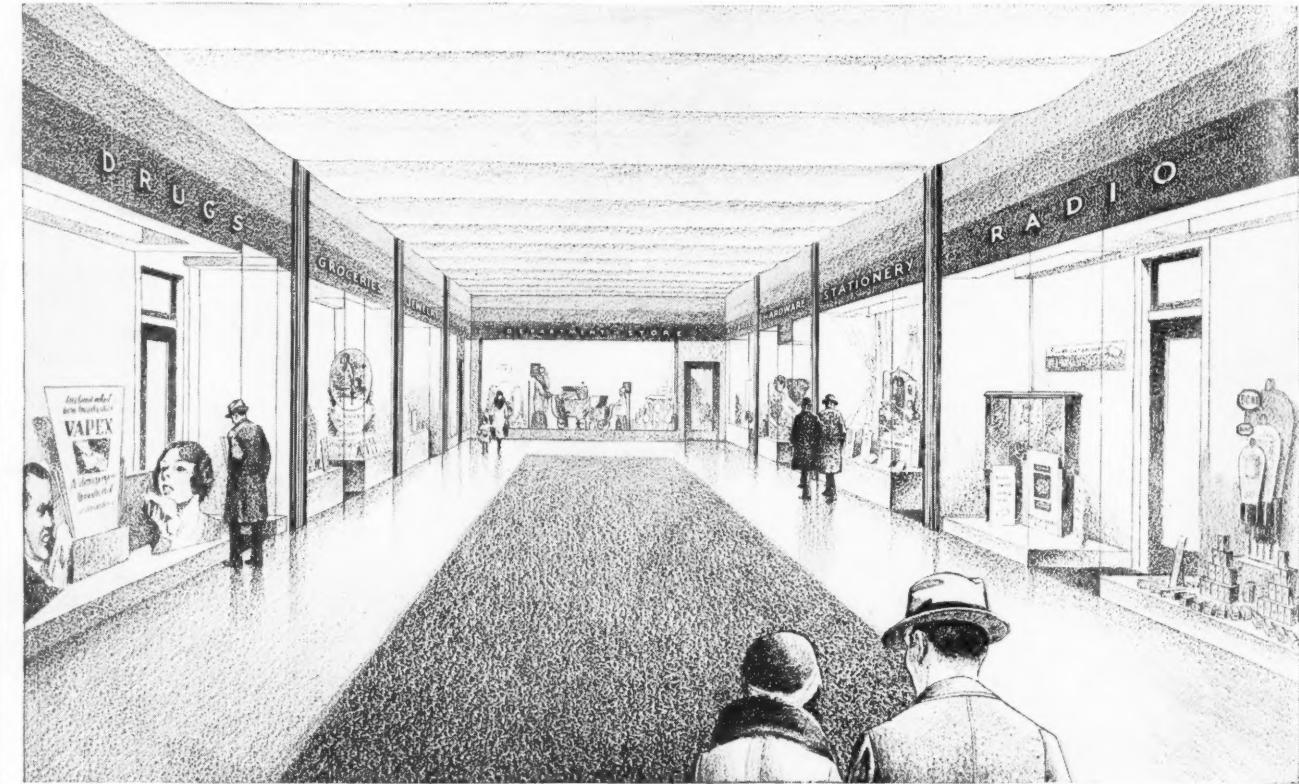
The Weekly Magazine for Marketing Executives



Frederick J. Feiker, former managing director, Associated Business Papers, Inc., whose appointment as director of the Bureau of Foreign and Domestic Commerce was announced by President Hoover this week.

Marketing Policies that Pulled Lewis Out of Red Ink

Copeland's "Conservative" Policy
Breaks Year's Record in 6 Months



A VITAL PART OF YOUR PROGRAM AT THE NEW YORK ADVERTISING CONVENTION A VISIT TO "DISPLAY STREET"!....

If you want to know the latest developments in Window and Counter Display merchandising—

If you want to see what America's leading advertisers are doing to make this increasingly important medium more productive—

Arrange for a visit to the unique "Street of Shops" at the Einson-Freeman plant in Long Island City

—then see every step in the creation and production of display material that sells.

Make up a party—'phone HUnters Point 6-2500—and our guest car will meet you either in front of Convention Headquarters or at your own hotel. You will be cordially welcome—and we guarantee that you will profit by the trip!

Specializing
in window and
store display
advertising

EINSON-FREEMAN CO., INC. LITHOGRAPHERS

STARR & BORDEN AVES., LONG ISLAND CITY, N.Y.

OFFICES AND COMPLETE
MANUFACTURING PLANT

New England Office: 302 Park
Square Building, Boston, Mass.

Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container
Licensees for Canada—Somerville Paper Boxes, Ltd., London, Ontario, Canada

Integrity

A great newspaper has the confidence of its readers because it is a faithful mirror of fact. Within its columns is no room for biased interpretation of the news. Whether it is concerned with events of world, nation, state or local interest, its province is to deal squarely with truth as revealed in daily happenings.

Confidence leads to influence but both are lasting only when linked inseparably with integrity. Integrity, in turn, is not an achievement of a day, a week or a year. A reputation for integrity is earned only by steadfast adherence to sound principles throughout the life of a newspaper.

The depth and extent of the influence of a truly great newspaper are immeasurable. It becomes more than the running record of history. Because, in addition to the day's news, it offers entertainment, education, service, it finds its way as counsellor into the innermost life of its readers, solving their problems, inspiring their thoughts and voicing their opinions.

In serving its readers, a great newspaper exercises a monitorship of good taste. Yet it never loses step with the trend of the

times . . . always maintaining the youthful virility of the age. Its columns are barred to the objectionable. Highly colored sensationalism finds no place in its pages. It realizes its responsibility to its readers in terms of the family.

That same responsibility governs its advertising columns. The commodities and luxuries of the modern world—as set forth in advertising—are news to readers . . . frequently of greater import than the record of the day's events. Good taste demands a monitorship here as well, because reader confidence is all-embracing.

With such confidence a great newspaper is peculiarly fitted to the exigencies of present unusual economic conditions. Today its readers find within its columns a buying guide of today's greater values—advertised wares, whose integrity is without question and whose availability is an urge to possession.

Only through the great newspaper can the public be brought to an immediate desire to purchase and be informed where best to satisfy their needs.

THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWS PAPER

One of a series of advertisements appearing in metropolitan newspapers

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance.
Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXVI. No. 10

108 MORE CARS

**Sold in First Four
Months of 1931
Than in Entire Year
of 1930**

The above statement was contained in a recent letter to the NEWARK EVENING NEWS from the local distributor of two well-known makes of automobiles. He further stated:

"This announcement is to us the most tangible proof of the business boosting power of the NEWARK EVENING NEWS, as our lineage in it this year was increased in approximately the same proportion as our sales increased over the same period."

Tangible proof, too, that business in the Newark market is good—that advertising in the country's largest six-day newspaper does pay.

Newark Evening News

EUGENE W. FARRELL
Business & Advertising Mgr.
215-221 Market Street
Newark, New Jersey
O'MARA & ORMSBEE
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

Survey of Surveys

BY WALTER MANN

Take Your Pick and Shovel!

If you expect to find dividends in 1931—that well-known "tough year"—you can't emulate the Forty-niners and merely skim off the surface gold, as you have in the past. You'd better take your pick of the markets. And take your shovel, too, and some crushing machinery and a smelter or two (whatever is necessary for modern gold mining). For the halcyon days of the gold rush are over for the time being, and the race today is to the hard-working rather than to the swift.

So says the Minneapolis *Journal* in a thirty-two-page bulletin on the northwest market entitled "Buying Power—1931," an excellent presentation of the possibilities of that area. This bulletin ostensibly answers the questions "who has money in the northwest—how much of it and where do they live?" but is primarily a picture of Minneapolis itself, which is well worth having. It shows how intensively the new concept of the function of a newspaper in market planning can go into the basic statistics of its area, when it really makes up its mind to do so.

Starting with a peroration on digging in 1931, it quickly leaps into a five-color map and statistical picture of the buying power of Minneapolis, breaking the city into those wards whose characteristic incomes are among those paying under \$25 a month (\$1,500 a year on the commonly accepted but none too accurate 20 per cent of total income basis), rents of \$25 to \$45 per month, of \$45 to \$70 per month and of \$70 per month upward. Whether these incomes are considered to be only those of the heads of the families, or of all employed in that family, is not stated. Owned homes are gauged on the basis of what such homes would normally rent for in Minneapolis.

Next comes a map colored to show the real and personal property areas of different grades, plus statistics giving the valuation by wards in rank of wealth, followed by facts and a map showing which districts contain the bulk of heavy industrial, the light industrial, the commercial, the multiple dwelling and the individual residences. The latter pages are worth more as a picture of present and future building activity than it is as a portrayal of income characteristics, for single dwellings can be very poor and very wealthy people can live in apartments and apartment hotels. Next we have a map showing the residential consumption of electricity per family in 1930 in terms of fifty kilowatt hours per family per month in the higher



Walter Mann

grade areas down to thirty-five kilowatt hours and under per family in the lower. Next some very interesting figures on the medium-priced, high-priced and low-priced automobiles for 1929. Next a picture of the street car traveling time from various parts of the city to the "loop" showing that any part of Minneapolis proper is but twenty minutes from the aforesaid loop.

There are many other facts and figures; and the whole thing is profusely charted in a highly original and descriptive way. Way over near the back are some very interesting and worth-while figures on the northwest (the technical newspaper northwest by the way, i.e., Minnesota and the Dakotas, and not that Pacific northwest of which we occasionally hear in terms of Lewis and Clark). Figures here show that in these three states there was in 1930 a gross cash income of \$2,250,000,000 about evenly divided between sales of farm products and of manufactured products. It is seen that in 1930 the wholesale business out of Minneapolis totaled \$1,210,529,500, of which \$107,000,000 was for farm machinery and \$225,000,000 for trucks, cars and accessories, plus some \$69,000,000 for tires. In the other two-thirds of this wholesale business is plenty for any ambitious manufacturer to shoot at.

You won't be able to wade through this thirty-two page newspaper sized, five colored picture of Minneapolis and its surrounding territory in a hurry, but if you have goods to sell to well-to-do farmers and to manufacturing plants and the people who work in them, you'll be glad to read it. Get your copy from the Minneapolis *Journal* or through the good old, faithful old S.O.S.

Education on Education

Startling statistics, to a layman like myself at least, on a well-known activity spending—estimated upward of \$3,000,000,000 annually—are found in another clean-cut thirty-two-page brochure entitled "The Educational Market—An Analysis for Advertisers and their Counsel." It was published recently in the advertising interests of seventy-eight national, local and sectional publications in the educational field.

The educational market—so says this little booklet—actively engaging as it does every fourth person in the United States in helping to prepare America's young, old and middle-aged for the rigors of existence constitutes a very major market. In numbers of people taking part, education is undoubtedly America's biggest business. A million teachers and thirty million pupils (what a school that!) are in the schools and colleges today. In the public schools alone there are more than 25,000,000 pupils and over 830,000 teachers.

Out of every \$100 received as income in the United States, \$2.44 goes for public elementary and high schools. The total national budget for public schools alone in 1928 was more than \$2,000,000,000 and amounted to over \$18.20 for each person

(Continued on page 410)

What's New

Q Companies that are trying to push a wide line of products, with but mediocre success, will find a valuable thought in the leading article in this issue. It tells what happened when the Lewis Manufacturing Company threw out several hundred profit-eaters and put a specialized selling and merchandising program behind two or three items that had good potential possibilities.

Q The General Tire & Rubber Company is unique in its field as the only concern with a consistent record of dividends. Mr. W. O'Neil, its president, has out-generalized many competitors of far greater financial resources. He says controlled production is the answer to the evil of business cycles. Page 384.

Q SALES MANAGEMENT's news-gatherers this week again produced so much fresh and vital and exclusive material that the editors must again apologize for deferring the appearance of the scheduled article on "Tip Top Salesmen I Have Met," by Raymond J. Comyns.

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Sales Management

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June 6, 1931

This Week

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Cover photograph by Underwood & Underwood

African natives don't buy Refrigerators



ON THE MAP, Africa looks like a hot shot for a good refrigerator, but a salesman would lose his shirt trying to sell the natives. Knowing this, refrigerator manufacturers direct their selling at the well-to-do whites in the principal towns and cities.

Shrewd advertisers are taking the lesson of the African market to heart and concentrating their sales efforts on Able-to-Buy families. Bulk buyers, who shop for price and place quantity above qual-

ity, are forgotten, and sensibly so, for the cost of selling to this class eats up the profits.

The Portland Market Study exposes the fallacy of playing for volume alone. When you have seen it you will understand why one-half of Portland's people purchase 85 per cent of the advertised goods sold in the Portland urban market. And what is true of Portland is true of other cities. The Louisville Survey developed the same startling figures.

Advertisers who cannot see the Portland Market Study in person are invited to view it through the eyes of their Portland representative. The study, more comprehensive than the Louisville Survey, isolates the Able-to-Buy families.

The Oregonian
PORTLAND, OREGON

Nationally Represented by WILLIAMS, LAWRENCE & CRESMER, New York, Chicago, San Francisco, Los Angeles, Seattle

A case of EXTRA HELP



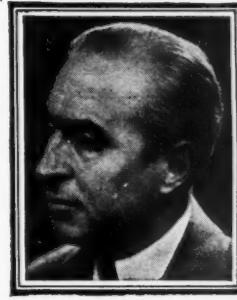
ALEX F. OSBORN
Vice-President
Manager of
Buffalo Office



LAURICE T. MORELAND
Account Representative
Boston

BECAUSE there are quite a lot of us, and because our methods of work allow for plenty of individual initiative, we have built up unusual resources of experience. There is scarcely a form of business activity with which some member of our staff is not acquainted. Many of us are as much at home in the meetings of certain manufacturing industries as we are among the men of our own organization.

And so almost every day we find situations where we are able to give some client important extra help—simply because the group of men and women who regularly serve the account are backed by the diversified experience of some 600 people.



G. G. FLORY
Manager, Outdoor Advertising
Department
New York



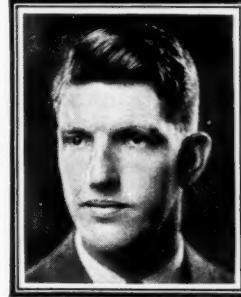
JOHN HIRAM MCKEE
Account Representative
New York



DALE G. CASTO
Assistant Account Representative
Buffalo



WILLIAM SPIER
Program Director
Radio Department
New York



RALPH C. CHAMPLIN
Writer
New York

BATTEN, BARTON, DURSTINE & OSBORN

INCORPORATED

ADVERTISING

383 MADISON AVENUE • NEW YORK

CHICAGO, McCormick Building BOSTON, 10 State Street BUFFALO, Rand Building PITTSBURGH, Grant Building
MINNEAPOLIS, Northwestern Bank Building

Sales Letters

BY MAXWELL DROKE

Acknowledging Contests

The action of the R. J. Reynolds Company in sending a friendly postcard acknowledgment to each of the nearly one million participants in the recent \$50,000 Camel cigarette contest marks, so far as I have been able to learn, the first time such a gesture has been made in a nationwide contest. I understand the Camel folks spent more than \$15,000 on this mailing. If the sum had been twice as large, it still would have been a



Maxwell Droke

very good investment for them.

Mid-Continent Petroleum, they tell me, is following the same procedure—sending a letter under two-cent postage—to each entry in their Serious vs. Humorous advertising contest. This is rather conclusive evidence that the sponsors of contests are beginning to realize the importance of husbanding the interest and good-will which the contest has engendered. There can be no denying that these entrants represent a substantial source of potential profits.

For years mine has been a voice piping in the wilderness against contests for public participation. I don't believe in them. I think that the ill-will and resentment of disappointed contestants more than offsets any temporary gain in public interest. Any contest where only a handful can win and the multitude must go unrewarded is bad business. Even though there can be no question of the absolute fairness of the decisions, John Jones of Centerville, Kansas, is going to feel slighted. He still feels, deep down in his heart, that one of the major awards should have been his. Multiply John Jones by a million—and you have a pretty kettle of fish. These direct mail acknowledgments, it is true, will not completely offset the ignominy of defeat, but they are a step in the right direction. At any rate, they apprise the contestant of the safe arrival of his masterpiece—tell him the judges knew he is alive. And that's something! Of even more importance, perhaps, is the fact that these acknowledgments give the company another opportunity to "pass the buck," and again emphasize the fact that decisions are entirely up to the judges, that the company has no responsibility in the matter. So, if you feel a contest coming on—and they appear to be as inevitable as Amos 'n' Andy jokes this season—for goodness sake plan now to acknowledge every single entry.

Timely Order-getters

Among those concerns who market by mail there is a pronounced tendency to

develop a set of inquiry or order-getting letters, test them out and then "let them be." There is much to be said for such a system, and I myself am unalterably opposed to frequent tampering with letters which have proved their ability to pay a profit. But if we follow this method too closely, sending out the same old letters winter, summer, spring and fall—in good times and bad—we are likely to find ourselves in something suspiciously like a rut.

We were discussing this situation at a recent convention of the National Association of Direct Selling Companies, and a letter sent out by Goodwear, Inc., Chicago tailoring establishment, came in for favorable comment. I want to quote just one paragraph from this letter to show how, instead of relying on stock appeals, this firm has put its message right in tune with the times:

"You see, men haven't been buying clothes for some little time. That's the sorry truth of the matter. But the encouraging fact is that they're starting to buy *now*. And as the Goodwear representative in your community, you will be in a position to meet this demand. . . ."

A year ago this letter would have been out of place. A year from now it probably will have outlived its usefulness. But in the interval this timely appeal may win many worthwhile representatives.

Evils of "Overpersonalization"

Whenever I talk to a group interested in business letters someone is fairly certain to ask, "Do you believe in 'personalizing' a letter?" It is one of those questions to which there is no adequate answer. To be sure, our unvarying aim is to make every letter a "personal" letter, in the sense that the reader will apply our general statements to his personal situation. But where our reader is above average intelligence, I am suspicious of artifices which seek to give the impression of a personally dictated letter. And particularly am I averse to the growing tendency to "overpersonalize." Many young correspondents seem to feel that if it is a good thing to casually repeat the prospect's name in the body of the letter, the message will be four times as effective, if the name is repeated four times. I have actually encountered as many as eight of these "Mr. Smiths" in a single sales letter. Yet, in personally dictated letters, we rarely repeat the name of the individual to whom we are writing.

I think that we might well spend more effort in making certain that we really have something to say, and less time in trying to disguise the mechanics of presentation.

To Use on New Accounts

I think that K. A. Redfield, advertising manager of Rockbestos Products Corporation, hit upon a fundamental truth when he remarked to me recently that so many business articles deal with *methods*, but do not bring out basic *principles*. "It is

always hard to adapt methods," says Mr. Redfield, "but we can all make use of principles, if we have the application."

I mention this because it illustrates why many splendid letters which find their way to my desk are not suitable for reproduction in the department. As examples of effective salesology, they leave little to be desired, but they do not always afford an opportunity to discuss *principles* which the other fellow can profitably employ. Since we cannot begin to use all of the good letters which come to us, we try to select those which seem to have the greatest possibilities for general application.

And here, by the way, is a Rockbestos letter, welcoming new accounts. It goes out under the signature of the general manager:

"Dear Mr. Blank:

"Our Sales Department has just sent me the record of your first purchase from the Rockbestos Products Corporation. I am writing to thank you and tell you how much we appreciate your business.

"We hope your experience with our product will be so satisfactory that this order will be only the first of many that we will receive from you as time goes on.

"I think that in your dealings with us you will find our people fair and obliging. Working conditions in our plant are good and our operators are doing their best to produce good material.

"In doing business with our branch offices you'll find they will do everything to be of help to you. Mr. H. B. Hammond, located at 5942 Grand Central Terminal Building, New York City, is our branch manager in your territory. But don't hesitate to write me direct at any time about any phase of our dealings, if you care to.

"One other point, the uses for Rockbestos insulated wires, cables and flexible cords have increased so rapidly during the last two or three years that on some applications where you'd least imagine they would be suitable, Rockbestos products are doing a first-class job. So, if a question arises concerning the possibility or desirability of using an asbestos insulated wire, cable or heating element, won't you let us know of the situation and give us a chance to help you on the matter?

"Thank you again for your order and for your time."

Pluto Water Moves

CHICAGO—French Lick Springs Hotel Company, French Lick, Indiana, owner of Pluto Water and French Lick Salts, has transferred its sales headquarters to 318 West Randolph Street here. Hal Johnson, director of sales and advertising, is in charge.

Promotion on Austrian Air

VIENNA—Ravag, the Austrian broadcasting authority, has decided to permit advertising in its national program. It will be limited at first, to a half hour weekly.

Significant Trends

As seen by the editors of Sales Management for the week ending June 6, 1931:

• • • Retail sales continue fairly active, the commercial agencies report, while the industries and wholesalers tell of few bright spots—a discrepancy which is discussed in an editorial note on page 406.

• • • Taking April and May as a whole, business has gained rather than lost, according to the current National City Bank (New York) monthly circular.

• • • A similar finding is made by William L. Cooper, director of the Bureau of Foreign and Domestic Commerce in Washington. Basing his judgment on data collected for the Monthly Survey of Current Business he observes that "recent improvement in several lines of trade and industry justifies the belief that the first quarter of 1931 has marked the turning point in the prolonged decline in business which commenced nearly two years ago."

• • • The average price of commodities sank again last week, the Irving Fisher index reaching 70.3, compared with 71.0 the week before.

• • • Bank clearings, though still far below those of last year, fell off at a less rapid rate in May than in most of the immediately preceding months. This was due in part at least to the rapidly declining volume at this time in 1930, but in some sections reviving activity is reflected.

• • • Railroad car loadings in the week ended May 23 were better than preliminary estimates, the total—755,071 cars—being 7,339 cars more than in the week previous. The gain, however, was less than the normal seasonal increase.

• • • Chevrolet's output in May was 113,852 vehicles, the largest for any month since July, 1929; Ford had a world output of 102,095 units, the largest, but for the 117,891 production in April, since July, 1930.

• • • Factory sales of automobiles in April, numbering 335,708 vehicles, reached the highest point since May, 1930. Indeed, except for March, April and May of last year, all records were broken back to October, 1929.

• • • Bookings of structural steel in April reached the largest volume since late in 1929, according to a Department of Commerce outgiving, which finds in this fact reflection of stimulation in building construction and of enlarged output of automobiles.

• • • The Standard Oil of New York-Vacuum Oil merger is to be allowed to go through without further opposition from the Department of Justice, it was announced this week. Whether this action will lead to other oil company combinations is not yet clear.

• • • Canada's tariff barriers against our goods were raised again this week. The principal lines affected were automobiles, food stuffs, anthracite coal and coke, leather, steel and containers for such articles as cheese, powdered

milk, macaroni, dried fruits and soaps. Magazines were taxed fifteen cents a pound.

• • • Observers in many industries are noting an increased interest in quality among buyers of their lines. As Frank Stutz, general manager of the Better Fabrics Testing Bureau, puts it: "Owing to the price slump, stores are becoming more and more insistent that merchandise which has been made down to a price be now up to specifications as well. . . . Producers with superior technical skill, efficiency and equipment will at last come back into their own, after years in which their qualities were submerged through severe price competition."

• • • A current review of business cycles in the last half century shows that there was a steady fall in commodity prices running through four periods of good times which occurred in the fourteen years between 1879 and 1893—1879-1882, 1885-1887, 1888-1890, and 1891-1893. This does not prove that prosperous times will come now because we are on a low price level, but it does prove that rising prices are not a prerequisite of prosperity.

• • • A sales tax bill affecting chain stores, like the recently sustained Indiana law, is to be introduced in the Maryland legislature at the instance of the Independent Retail Grocers of Baltimore.

• • • Wage rates were not generally cut in 1930, the National Industrial Conference Board finds, but weekly earnings were lower. "Real weekly earnings in the twenty-four manufacturing industries combined," the report adds, "were lower in 1930 than in 1929 . . . brought about principally by curtailment in the number of hours of those actually at work. . . . On the whole, however, the current business depression does not appear to have been quite so severe in its effect on wages and employment as was the depression of 1921."

• • • A promising new use for cotton seed is seen in the discovery of a well-known German scientist that much of the waste after extraction of the oil is rich not only in nutritive elements but in the vitamins generally found in the citrus fruits and dates.

• • • The price of silver is almost back to the low point of last February, evidence that much talk without action is of little use. The same comment applies to our imports of gold. The United States has no reason to want more of the precious metal, with which its vaults are teeming, and the country's spokesmen have said so loudly and often. But we took in more gold from abroad in May than in any month of the last four years.

• • • Woolworth's 434 stores in Great Britain earned more than \$17,000,000 last year, compared with \$25,500,000 earned by 1,881 stores here.

• • • The trade practice rules of the grocery industry have been revised by the Federal Trade Commission. This is the second industry whose marketing code has been changed by the commission.



Marketing Policies that Pulled Lewis Out of Red Ink

THREATENED with extinction because so many of the items in its line of cotton products were either obsolete or obsolescent, the Lewis Manufacturing Company of Walpole, Massachusetts, achieved a complete rejuvenation by adapting to its problems marketing principles and sales policies that had been proved sound in other industries.

Thirty years ago this little "shoddy" mill found itself on the brink of bankruptcy. The plant had been in business since 1860, manufacturing cotton stair pads, cotton batting, carpets and some gauze and absorbent cotton.

But rugs—and the trend toward bare stairs—were eliminating one part of the market. The competition of other types of floor

Based on an interview by A. R. Hahn with

E. P. GARLAND

*Marketing Director, Lewis Manufacturing Company,
Division of The Kendall Company, Boston*

By throwing out all items in the line except the two that research proved to have good profit and volume possibilities and concentrating on developing their full sales potentialities, the Lewis Manufacturing Company pulled itself back from the brink of bankruptcy and initiated the first period of real progress in the company's history. It is significant that the policies which achieved this end were brought into the company from outside fields.

coverings was making inroads on the shoddy rug business. And apparently no one had any ideas for developing new markets to replace those that were slipping. No one saw any selling opportunities in the line.

Helpless in the face of these circumstances, the men whose money was invested in the mill asked Henry P. Kendall to look over the situation to see if he thought any of the scientific management principles he had been applying with some success in a printing plant and a book cloth mill might be applied to the problems of a cotton goods business.

Mr. Kendall did think so, and there was delivered into his hands a crippled company that was destined to thrive rapidly under its

new leadership, and to become the first of a group of concerns which now make up the various divisions of The Kendall Company.*

A general reconnaissance of the affairs of the then-insolvent company brought to light many of the causes of the firm's difficulties. In the first place, the company had no direct contacts either with its sources of supplies of raw material, or with its market. As bleachers and converters, the line was being cleared through selling agents. There was no sales organization. And—perhaps the weakest spot in the set-up—the company was trying to sell wholly on the basis of price.

Accordingly, three basic changes were inaugurated, and the later development of the company has come largely as a result of refinements and extensions along these three lines:

Three Basic Changes

First: The Lewis company began to point toward the development of a "vertical" type of business structure—that is, to establish control of the product all the way from the raw cotton through to the ultimate consumer. This involved buying grey goods mills and setting up the company's own sales organization.

Second: A sales plan was begun on the basis of quality as opposed to the basis of price.

Third: Emphasis was shifted from the production end to the selling end of the business and a type of merchandising was introduced which, at that time, was considerably in advance of the thinking of the textile industry as a whole.

Because the sales policy and sales plan phases of the company's activities are the most important, from the standpoint of subsequent results, the facts about them will be recounted primarily.

The first cost studies of the Lewis business under the Kendall regime showed most products in the line actually being manufactured and sold at a loss. A fairly good showing was being made, however, by two products to which very little attention had thus far been paid; namely, gauze and absorbent cotton. The new management decided to take these hitherto neglected items, concentrate on them, seek means for making them better and find every possible market for them. Instead of diffusing effort over

a wide line of items of questionable profit-making value, effort was to be concentrated on the two items that showed the most promise. Everyone talks about this principle now as "specialized selling."

The launching of sales efforts on this now-recognized but then-new type of selling was in effect the laying out of a new navigation chart for a business whose sales hitherto had had no chart.

Gauze is in the so-called "tobacco cloth" group in which the weaves of the cloth range roughly from a count per square inch of twenty threads by twelve to a count of fifty threads by fifty, yarn sizes being known as thirties and forties. A primary use for bleached gauze is for surgical dressings. Hospitals use large quantities in various forms.

Production of a high quality of gauze for the hospital market and development of that market to the fullest possible extent became, therefore, the twin objectives of the new management. For products being used in hospitals, the highest standards of quality, and maintenance of an unvarying dependable quality, were primary elements of the manufacturing job. Interpretation of the manufacturing accomplishment to the market in the language of sound merchandising was the objective of the sales department.

Building on a New Basis

Without going into details, let us merely say that the manufacturing methods of the Lewis company were changed and modernized to the requirements of the new plan. Then the sales department began the job of building the market on a new basis. First of all, the name "Curity" was adopted as the brand name for the Lewis line.

When the company entered the hospital field all it had to offer were gauze in the bolt and absorbent cotton—and no sales organization. The nucleus of a strong sales organization was soon secured and progress begun in establishing the products available in a strong direct fashion with specialization somewhat ahead of distribution methods of that day. Next came improvement and extension of the line of products in that field.

During the years that preceded 1926 the business was developed to a point where it was in contact with practically all the factors in the hospital market and had won the confidence of the trade. It had reached a point where a step ahead, which was considered somewhat revolutionary, was possible.

This step was the introduction of finished surgical dressings instead of gauze and cotton in bulk. Prior to 1926 it was the custom of all hospitals to manufacture their own surgical dressings from bolts of gauze and rolls of cotton. Early in that year Lewis introduced, under the Curity trade-mark, the first of the ready-made dressings—dressings cut and prepared specially for hospital use.

Promotional effort and personal sales contacts were henceforth directed toward showing hospitals that the past habit of buying surgical dressing supplies in bulk and having them cut up by nurses in their spare time was a less efficient and more costly practice than purchasing the material already prepared by the manufacturers with certain standard lengths, sizes, etc.

Standardizing Dressings

When the ready-made dressings idea had become widely introduced, a program for the standardization of surgical dressings in hospital practice was begun. About two years ago the American College of Surgeons made a survey which showed that approximately 5,000 types of dressings were used in hospitals in the United States and Canada and that as many as 1,500 varieties of one type were used for the same purpose. Lately hospital executives, surgeons, manufacturers and scientific laboratories have been cooperating with the intention of accomplishing further standardization, some of which the Lewis company has sponsored, all of which has had an important bearing on the company's policy of developing business through offering the means of greater convenience and economy.

The close study made of the market and the continuous contacts with it all have been turned back into sales capital through use of the data as a basis for continuously improving dressings and for more intelligently presenting them to hospital executives.

At this point it may be well to step back a few years and note other developments which were taking place alongside the development of Curity ready-made dressings. Some time prior to the war there began to be recognized outlets for the dressings fabrics in the dry goods field. In that field it was called cheesecloth. Curity cheesecloth was put on the market. The same specialized merchandising treatment was given to this product as had been developed for hospital textiles.

Along about 1920 the idea of packaging cheesecloth and carrying it through to the consumer under the brand name was developed. A detailed

*There are now four operating divisions of The Kendall Company: The Kendall Company; Kendall Mills Division (five southern mills), Lewis Manufacturing Division, Bauer & Black Division, including the Bike Web Manufacturing Company, and the Slatersville Finishing Company Division.

plan of cooperation with distributors and trade advertising was worked out and put into operation when most factors in the industry were either saying "It can't be done" or were distributing by outworn methods.

This pioneering job also bore fruit and Curity cheesecloth in soft open weave for polishing and in five weaves for other uses, in bolts and packages, is now widely distributed from coast to coast. The most recent innovation in the merchandising of this product is the cardboard container, in contrast to the old paper-wrap type of container. The box has an open end which allows the goods to be taken out and shown to the customer without leaving a torn wrapper and spoiled package afterwards. Other manufacturers now are following similar merchandising methods.

During these earlier developments an idea was evolved which came to dictate largely the lines of development for all parts of the business—the idea of taking one line of fabrics and carrying it to all its possible markets—"specialized selling" in a somewhat new guise.

Developing New Markets

Other substantial markets for the same basic fabrics were found in many lines of industrial use, such as window curtains and starched or specially finished goods. These developments fell into naturally related groups and specialized organization treatment was given to them as well as "specialized merchandising."

While these developments were going on in the sphere of the markets themselves another sphere of merchandising method was receiving attention—that of organization and control.

First, statistical control with a centralized statistical department evolved. Statistical method based on classes of trade, products and territories became an established operating need. Then came quotas and incentive payment in the field. Budgets of expense and sales volume followed, and finally came full recognition of functional organization with marketing research, field management and such responsibilities definitely defined and assigned to a place in the organization system.

This particular business rejuvenation began with analysis. Then came vigorous pruning-out of non-profitable items and concentration on a limited number. Followed specialized sales and merchandising treatment. Henry P. Kendall changed the shoddy mill's direction. The scientific spirit was infused throughout the new organization. But the present Lewis sales and merchandising plans and policies have

come, not as full-panoplied programs, but by a gradual evolution.

It may be worth while to lay emphasis on the fact that the ideas which pulled the Lewis company out of insolvency and built it to its present

position represent nothing particularly new nor radical. If one thing may be stressed more than another, it would be the "specializing" on the merchandising job. After all, is there such a thing as a business that's "different"?

Controlled Production Will Solve Depression, Says O'Neil

Because the General Tire & Rubber Company has gone through two severe depressions in the rubber industry without passing a dividend, and because, in 1930, the company not only paid an extra dividend but established a fund for the welfare of employes, the firm's operating policies are of major interest.

BY W. O'NEIL

President, General Tire & Rubber Company, Akron, Ohio

WHAT is the best way to prevent future industrial depressions? Leveling-off production.

In times when business is plentiful, manufacturers would do well to guard against adopting new schemes of promotion and selling which temporarily add to the estimate of demand.

Advertising and selling should be particularly stressed in the direct ratio as sales resistance increases. Out-of-season selling should be stressed more than ever. This will prevent peak capacity, which is really over-capacity, and which causes much trouble.

It takes labor and material to build a plant; it takes people to make the merchandise and it takes people to handle the merchandise. When an unusually large number of people are employed to handle over-capacity, many of them are thrown out of work when conditions return to normal.

A case in point is that of a manufacturer who starts a chain of stores which he owns himself and which replaces only in part the effort of independent merchants. While these stores are being stocked and while boom times are on, there is apparently enough business for both the chain store operator and the independents, but the drop in volume of business, for both of them, is very severe when things return to a normal level.

New styles and new inventions in every line should be brought out in dull seasons, and not merely made

ready for the busy seasons when they come. Special credit terms should be arranged in dull seasons.

Any business that really attempts to level off the peaks and valleys in its production during the years of heavy demand for merchandise is doing a real service towards avoiding depressions, because it has not employed contractors, labor and machine-labor to erect buildings that will be idle a large part of the year.

Leveling off production also has a tendency to prevent the creation of false ideas about capacity. It helps to gain a better understanding of what plant capacity really is.

The real capacity of a plant is not merely what its machines will turn out but what can be handled in a normal amount of storage space and built from raw materials that can be handled at a reasonable cost.

Real capacity also is dependent upon the "space after the machines," that is the normal facilities for distribution through regular dealer channels which have already been built.

When dealer channels of distribution are abnormally expanded by unwise extension of credit and by recourse to experimental channels of distribution, it is inevitable that the old established channels will be interfered with. This tends to demoralize the company's established outlets, the effect of which is felt much more keenly when conditions drop back to normal.

Our Biggest Sales Problem: the Moss-grown Product

Outmoded is outsold. Our profit now comes not from satisfying basic wants, but from pleasing people—pleasing them in a way that enriches their lives. We must be tireless in our search for something new, this marketing director declares here.

BY L. R. BOULWARE *

*General Sales Manager, Syracuse Washing Machine Company,
and Associate Editor, Sales Management*

THE function of the marketing branch of a manufacturing business heretofore has been to show the trade and public what their products would do for the ultimate user, and to get the proper resultant action. We are now faced with a tremendous surplus of these old articles, the use of which is known to the public. We are faced further with a tremendously overdeveloped capacity for making these same articles.

Continuous utilization of these overdeveloped facilities by all factors in any given industry can result in nothing but tremendous demoralization of that industry and losses to the point where all but the one or two strongest in the industry must pass from the picture. Therefore, it now becomes the function of the marketing branch of the business, and the obligation of all branches to cooperate, to search out new wants now unsatisfied or the possibilities of new wants that can be created, and bring the project of materials to satisfy these wants back to the factory where all should get together and decide how these products can be made and whether or not it will be advisable to enter into their manufacture in view of the price the public is willing to pay.

This brings us immediately to the question of value. Formerly we have all felt that this was determined by the cost of the ingredients plus a natural

toll charge incident to its going through a factory to have its shape or function changed, plus in the good old days what we thought was a reasonable profit but which now appears to all of us to have been in the nature of a bonanza gold strike.

The value of manufacturing goods is now determined entirely without regard to cost and purely with regard to how much the public wants them. Not only is this value determined by how badly the public wants the individual article but also it is determined by its attraction compared with other things of an entirely different nature produced by other industries. If we are trying to sell a woman an Easy Washer, we may find she looks at the purchase price not only as to whether or not the washing machine itself is worth that much money to her in the saving of time, labor, youth, health and money, but also as to whether or not she would rather hazard the loss of these advantages and have for the moment a fur coat or a new evening gown which might in the end represent a more productive investment for her by way of lining up a richer husband who might make unnecessary any worry at all over such basic things.

As one prominent advertiser puts it, the supreme court of American business is no longer the stockholders, no longer the general shop or sales management, no longer the mail-order house, the chain store or the independent merchant, but rather the woman with a son and daughter and a margin, no matter how small, of money to spend beyond the needs of food, clothing and housing. The plain, low-

priced, staple articles of food, clothing and housing that merely satisfy the basic requirements of sustenance, protection and shelter will not support the American or the world business structure and they will make very little, if any, profits for anyone.

We are in business to make profit. Our profit comes no longer from satisfying basic wants but from pleasing people, and pleasing them in a way that enriches and embellishes their lives, or, in common phraseology, that



L. R. Boulware

raises their "standard of living." In this process of pleasing people, some of the prominent factors that enter are style, fashion, sheer beauty of the product itself, and further, its ability to fit unobtrusively into its surroundings where that is desirable; constant change and improvement, since we are a restless people traveling at a fast pace and quickly tire or become bored with what we have; extra functions built into the product that will make it serve its basic purpose and yet serve a richer purpose at the same time—as for instance, out-of-season and expensive foods that contain no more nutrient but flatter our pride and please our palate; fine clothing that not only protects, or meets the minimum requirements in that respect, but also

* From an address delivered at the joint meeting of the American Management Association, the management division of the American Society of Mechanical Engineers, the Industrial Management Council of the Rochester Chamber of Commerce and the Rochester Chapter of the National Association of Cost Accountants, on June 1.

removes our self-consciousness, improves our morale, etc.

It is this search for extra ability to please that the sales fraternity is engaged in now and which, of course, should—if it is not already—be the primary objective of every stockholder, general manager, factory manager, engineer, purchasing agent, cost accountant and everyone in any position to contribute in any way whatsoever to the success of a manufacturing enterprise.

All of these departments or interests and influences in a business must constantly now, as never before, cooperate with one another, since, to satisfy all these changing styles, all these changing habits of thought, it is going to be necessary to move in the factory and in the field with a constantly quickening pace. Given products or models are going to have a progressively shorter and shorter life. The vogue of any one product or industry insofar as it is the thing uppermost in the public's mind must of necessity, human nature being what it is, have a shorter and shorter life. We may even now be witnessing the automobile being displaced from its number one position.

Check on Life of Products

Also many of these products that are designed and put on the market with everyone's cooperation and with all the public testing possible are bound to fail. Consequently there comes into the factory a problem which has not been nearly so pronounced before, and that is the necessity of making as careful check as possible on the length of run the given article may have. It may, for instance, be much better to put a product out with a higher material and a higher labor cost in order to get it quickly on the market to meet a current trend and in order to avoid investing too heavily in tool equipment for highly subdivided operations, which may not be amortized by the theoretical savings over the more expensive method due to the shortness of the life of that given model.

At every turn in the design of a product, all hands should turn to the consideration of further extra functions that can be built into the product. The article should be constantly on hand to check each variation or change to see how it is going to affect the inherent beauty of the product when it is finished. During the designing there should be constant cooperation between the engineering department, the factory and the sales department to see if variations here and there cannot be made in the product to get them

in a great majority of the present tools. There should be constant co-operation between these departments also in connection with all the jobs in process in the experimental or development department. Some of these jobs, of course, extend over long periods and many of them are started to meet what looks like a competitive threat in the field at the time or a current rage, and by the time that article is half finished or half developed, the need for it may have been found to be unfounded or to have passed, and that job should accordingly be stopped.

It is my belief that the experimental or development department is going to become increasingly the most important department in a manufacturing business. Except in very large companies, time, money and facilities can hardly be adequate for pure research

"Path to Prosperity"

The series of articles by Ray Bill commenting on current business problems, which appeared under the heading, "The Path to Prosperity," in the issues of May 9, 16 and 30, will be continued next week.

and accordingly the experimental department can most productively serve, I believe, by working constantly hand-in-hand with the sales department to insure the application of their energy and ingenuity only on products to meet a current or an approaching need in the field.

In meeting the situation that faces us now, I believe every department of every business should school itself in the use of every bit of constructive imagination it possesses and search out any possibility of acquiring the constructively imaginative attitude of mind. There is no thing so deadly in the present situation as the unquestioned acceptance of traditional methods, which can be put in plain words as "a habit of mind." Every salesman at some time or other has walked into a prospect's place of business, and has found there a product better than his own for sale at a lower price by a good company. This better product at the lower price, if all other conditions remain the same, will eventually get the vast majority of the business. In the early stages, however, this proposition will not get all the business because the ingenuity of the salesmen will be exercised in finding a way around it through personality, through dramatics, through long-time argu-

ments, through play upon the pride and prejudice, likes and dislikes of the prospect.

I believe there is a tremendous opportunity open to business leadership today to instill in every member of our great factory organizations, as well as our sales organizations, the sincere conviction that human ingenuity has never yet been used to its fullest potentialities. I believe, for instance, that if any given institution had in January or the spring of 1929 summoned their entire organization together in a barbed-wire corral, shut out newspapers and all outside information, and then declared a depression of the proportions which we now have with us, that organization could have exercised their ingenuity so heroically that expenses and waste would have been cut tremendously, material cost just as greatly, overhead reduced unbelievably, new factors and methods introduced to the end that the staple merchandise could have been sold under the market and still at a large profit and in tremendous volume, and that special new appeals could have been built into new models which could have sold at a higher and still more profitable price. All of this would have resulted in so outstanding a success as to make that organization not only the leader in its industry but in the whole of American business today.

Our trouble is that we do not get and believe the facts and accordingly become reconciled soon enough to what we are going to have to do, but wait until the trouble is actually upon us. If we could have the facts, look into the future or judge it from the past, and know that we are getting at any given time into an unthinking stampede and losing sight of the necessity of constantly building into our product something new and fresh and extraordinary with which to please people, any given business would be proof against depression.

St. Louis Will Have a Furniture Mart

ST. LOUIS—Three stories in the new twenty-story St. Louis Mart building, now under construction here, will be occupied by the St. Louis Furniture Mart, E. L. Stancliff, president of the syndicate operating the construction of the building, announced this week. Two of these floors probably will be devoted to home furnishings; the third to office and institutional. School, theatre, hospital and garden furniture, even surgical equipment, will be exhibited.



Exchanging Sales Ideas

THE Coca-Cola Company had a good silent motion picture story of how bottlers all over the country were bottling and selling Coca-Cola. When they were ready to present these ideas, they engaged expert service to help them make talking pictures to reach both eye and ear.

Under Coca-Cola's supervision, running comment was added to the motion picture scenes. The finished sound picture, produced entirely with Jam Handy Picture Service facilities, was screened at the conventions of the Coca-Cola Bottlers. It

showed them what bottlers throughout the country were doing to improve their plants and their sales volume.

Motion pictures of the right kind offer the clearest, quickest way to make effective impressions that carry conviction and supply proof. With sound-on-film, the presentation of personalities and incidents becomes complete.

Jam Handy Picture Service is equipped with the most up-to-date sound studios and equipment for complete sound production, entirely under its own control.

Every picture we have ever produced has helped accomplish the buyer's purpose.

Jam Handy Picture Service

Jamison Handy, President

Slidefilms  Motion Pictures

6227 Broadway, Chicago

Western Electric
SOUND SYSTEM

NEW YORK, CHANIN BLDG. — DAYTON, REIBOLD BLDG. — CLEVELAND, HANNA BLDG. — DETROIT, GENERAL MOTORS BLDG. REGIONAL SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE UNITED STATES.

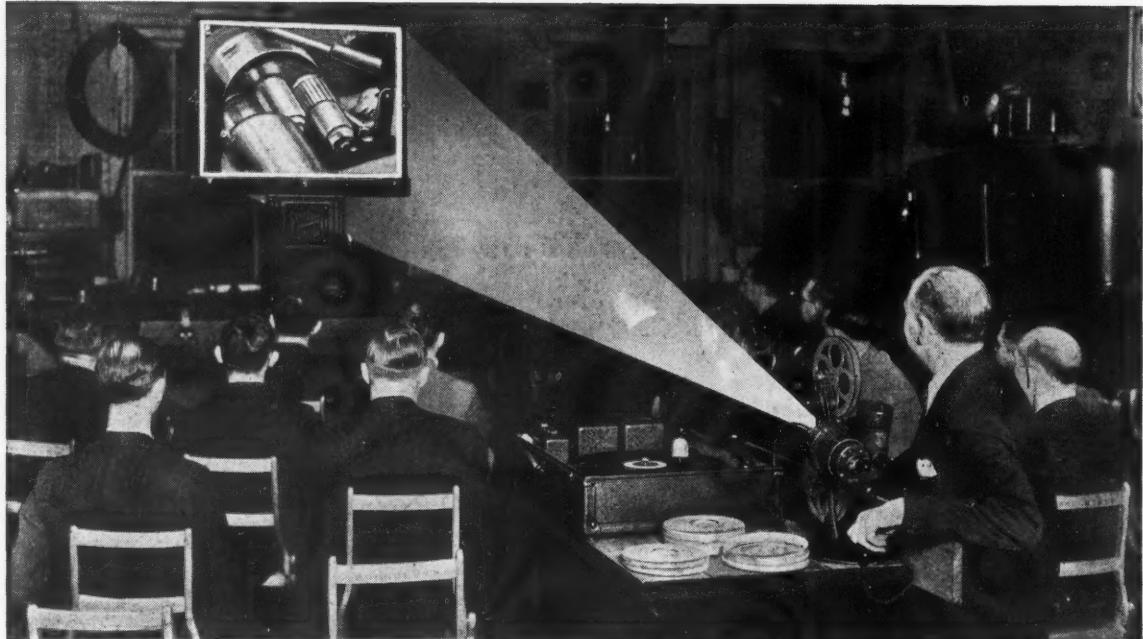


Photo courtesy Bell & Howell

Eighteen factory representatives are now covering the country making showings of "The Magic Circle." This film is now a leading feature of Perfect Circle's sales program

Talkies Kindle Dealer Interest for Perfect Circle Company

COULD you please give us the price of the 'Magic Circle' for one night and the date when we could show it?"

The above is an exact quotation from a letter which we recently received from a dealer in the middle-west, and while it can hardly be called typical of the scores of letters which we are receiving from jobbers, wholesale distributors and dealers following showings of our new talking motion picture, it does indicate, in a way, the eagerness with which the picture is being received. Whether or not this dealer knew that the "Magic Circle" is being exhibited free to the trade, the interesting fact is that he had heard such favorable reports of it he was willing to pay for a showing.

There is no doubt but that this "talkie" which our representatives are exhibiting to the trade throughout the country is one of the greatest promotional activities in which we have ever engaged. Approximately 40,000 have seen it already and the response has been almost overwhelming. Eighteen factory representatives, each fully equipped to conduct the showings, are rushing from city to city and, in some instances, they have had to travel by airplane in order to fill urgent engagements. They travel regularly by auto-

BY GEORGE W. STOUT
The Perfect Circle Company, Hagerstown, Maryland

mobile, however, and one of them reports that he has driven his car 20,000 miles in two months.

It so happens that this is the first commercial talking motion picture developed in our particular division of the automotive replacement parts industry, hence it is new and novel enough to create exceptional interest in the trade. Apart from that, though, it is highly entertaining and instructive and we believe it would be satisfactorily effective even if it were not something unusual.

We are using sixteen-millimeter equipment of the portable type, consisting of projector, disc-type sound reproducer, amplifier, a three-reel picture and the necessary accessories. It is packed in two carrying cases which together weigh only eighty-eight pounds.

The first reel begins with a brief, sketchy history of the company, which entered business back in 1895 and at first manufactured railway pedal cars. Scenes are shown of the railway track inspector walking the track, then later using the pedal car. Following in quick succession are scenes showing the manufacture of stationary engines,

of the old Teetor-Hartley motor which was used in many of the early automobiles and of piston rings as they were made fifteen years ago. Following this interesting bit of ancient history, Lothair Teetor, our vice-president in charge of sales, who speaks from the screen, tells the story of present-day Perfect Circle piston rings and takes his audience on a tour of the laboratory.

The second reel depicts a trip through our foundry and main plant. Reel Three continues with technical features for a time, then takes up the new "85" oil-regulating ring introduced last fall.

We come next to merchandising and, peculiarly enough, go first to a grocery store. There we see shelves well stocked with nationally advertised goods and hands taking down these well-known products to pass them out to customers, while the unknown brands remain on the shelf. The application is then made by showing one of our dealer's shelves stocked with nationally advertised goods and hands taking down Perfect Circle piston rings to pass them to customers.

Perhaps even more impressive is the

Which do you want . . .

COVERAGE



or LEVERAGE ?



COVERAGE statistics for any advertising medium are of interest only as an indication of the extensiveness of its influence. They give little or no clue to the intensiveness of its influence. For coverage alone does not produce leverage. And many millions of advertising dollars buy coverage that unfortunately produces little or no leverage.

The leverage that pulls your consumer's dollar out of the pocketbook and makes it buy what you are advertising is the only tangible result of your advertising effort. If your advertising doesn't produce sales, why advertise?

This question, all too infrequently asked in the past, is making shrewd advertisers look not only for the influence of their advertising, but for the effect of that influence. Not only for coverage, but for leverage as well.

And they find that leverage when they use Criterion Service. Criterion Service is a reminder at or near the point of sale.

Eight feet high, four feet wide, in full color, it tells the consumer to buy your product when and where buying is uppermost in the consumer's mind. When and where buying is most convenient.

It tells this story continuously, with no editorial or entertainment features to claim first or exclusive attention; with no competing advertising of comparable size or dominance to dispute its power.

That's why Criterion Service sells Camay Soap and Heinz 57 Varieties and Wrigley's Chewing Gum and Wesson Oil and Camel Cigarettes and Victor - Radio and Coca-Cola and Chase & Sanborn Coffee and C N and Oxydol and Hecker's Flour and Ward's Bread and hundreds of other products and services.

And that's why the advertisers of these products use Criterion Service year after year, from coast to coast and far into the Dominion of Canada.

That's why, if you want leverage as well as coverage, you ought to acquaint yourself with Criterion Service.



CRITERION SERVICE

Nation-wide Three-Sheet Posting in Home Shopping Neighborhoods

420 Lexington Avenue
NEW YORK

CHICAGO

PHILADELPHIA

ST. LOUIS

CLEVELAND

BOSTON

SAN FRANCISCO

TORONTO

graphic advertising lesson which follows.

Following this, we show scenes from the 1930 automobile race at Indianapolis and Billy Arnold, 1930 A. A. A. race champion, makes a brief talk from his car. The show closes with scenes of congested traffic on a busy city boulevard. The entire showing consumes forty-five minutes.

The picture was completed late last year and we began using it by exhibi-

ing it first to our jobbers and their salesmen, our purpose being to impress upon them the magnitude of this company's operations, to convince them of the superiority of our product, to instruct them in the best methods of selling it and to encourage them to sponsor large meetings of dealers and/or wholesale distributors.

We have kept accurate attendance records from the first. During Janu-

(Continued on page 410)

New Packages Jump Sales 10 Per Cent for Stickney & Poor

BY F. N. HOLLINGSWORTH

A NEW series of packages which offered consumers greater convenience in use and, at the same time, insured retention of strength and flavor in the products, has increased sales for the Stickney & Poor Spice Company of Boston 10 per cent during the past year, officials of the company told SALES MANAGEMENT this week. Stickney & Poor are among the oldest spice milling concerns in the country, having been founded in 1815.

Early last year the company conducted a market study to discover at what points the sales and advertising methods could be improved. The firm's products, ground and whole spices, dry and prepared mustard, were known the country over for their quality. Such products have been packaged and merchandised in much the same way for years by all the leading manufacturers and, at first glance, there did not seem to be much of a chance for the development of new sales ideas.

After considerable research and experiment the company decided to simplify the trade-mark as the first step in the new program. The next step was the designing of a new container. It was pointed out that dry mustard and spices, packed as they were by the majority of the manufacturers in that field, deteriorated on the kitchen shelf because the top was frequently left open or partly open.

Therefore the new container was designed with a closed cover, that fitted tightly over the canister. This top could be removed for spooning out a quantity and then replaced, making

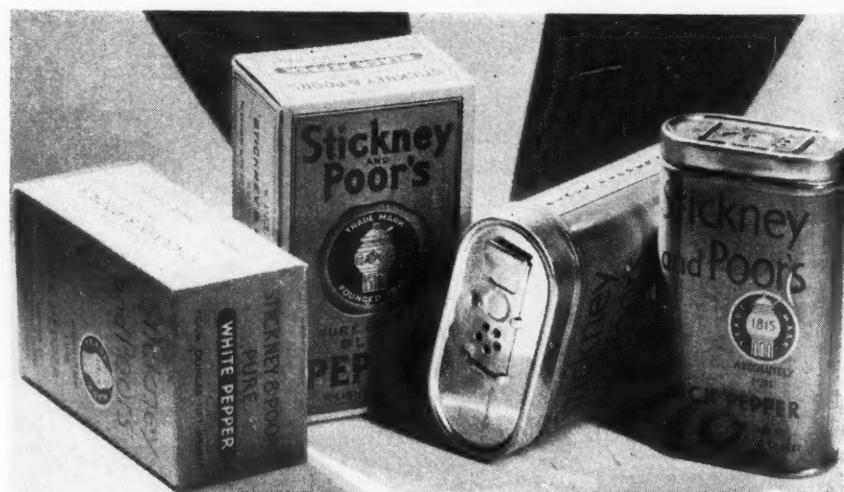
the contents airtight. At the top of the cover was placed a sliding sifter with holes at one end and an opening for "dredging" out the spice at the other end of the slide. A button depression between the two openings held the slide in place and kept out the air, preventing deterioration.

Many models were designed and discarded before the new container, pictured below, with its rounded corners was adopted. It is made of black metal, which takes printing easily. It is distinctive and attractive, bright in color and easy for the customer to pick out on the dealer's shelves. Two sizes were made—one and a half ounces and three ounces, the ground color being yellow, with the trade-mark in blue and white and the lettering in red.

The company started in May, 1930, to put out their product in these new containers, after having allowed sufficient time for dealers to clear out their stocks packed in the old-fashioned containers. One or two items were put out at first, and immediately became popular with the grocery trade and the consumers. By December, 1930, sales in units had climbed 6 per cent. By April 1 of this year unit sales had increased 10 per cent over previous records with the old form of packaging.

Improvements are now being made in this can, with the sifter-dredger slide on the under side of the cover. Between them is a die-cut spring button that holds the slide in place, a slight pressure of the thumb loosening it so that the slide can be used. This improved container will soon be seen throughout the trade.

In addition, an improvement on containers for whole spices—a small round, glassine window through which the spice can be seen—has been made. Likewise packaging of the company's de luxe brand of prepared mustard has been improved, with a screw top that can be kept on, instead of the strip or key tops generally seen on such jars. This mustard is being put out in ten- and fifteen-cent sizes, and is one of the few prepared mustards on the market to be found in a ten-cent package. These various improved containers, shown to the buyers of a certain big chain, have caught their fancy, and orders have been placed for the complete Stickney & Poor line, for all the stores of the chain. In addition several hundred new independent outlets have been secured through the advent of the new containers and more are expected as a result of the company's advertising campaign through newspapers, trade publications, three-sheet posters, car cards and the radio.



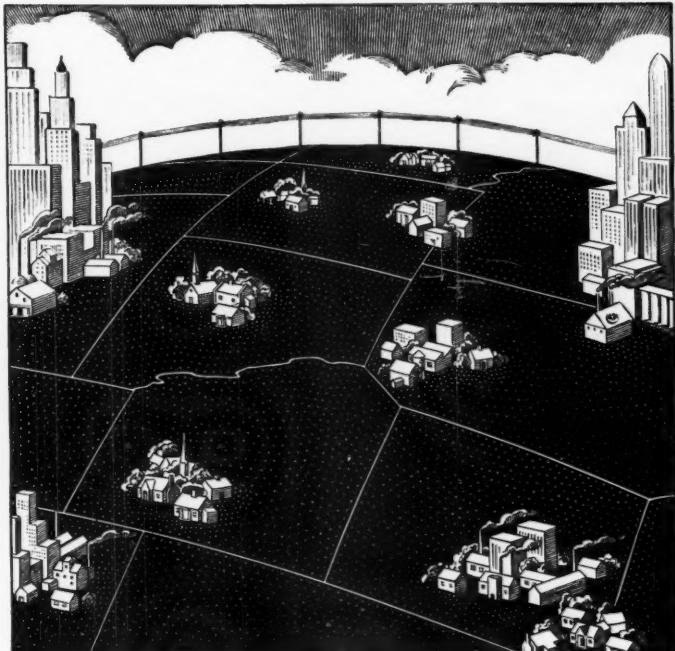
The package pictured second from the left was discarded in favor of the other style containers shown here.

Your telephone gets things done

QUICKLY
at low cost



Doing business by telephone saves time, money. Out-of-town calls are as definite and as satisfactory as across-the-desk conversations.



Your Long Distance telephone call takes you "there and back" in minutes. It is today's economical way of transacting inter-city business.

THE TELEPHONE brings together men who have the authority to act. This is one reason a Long Distance call results so often in a completed transaction. In the space of minutes you can give or receive information . . . settle problems . . . conclude all arrangements. Whatever your question concerns—sales or purchasing, production, administration, credit, traffic—you get action.

This is vital in meeting today's keen competition. The telephone simplifies all merchandising operations. Attunes production to customers' requirements. Speeds deliveries. Reduces expensive stock-on-hand.

The sales manager of a large middle western corporation terms Long Distance

"very cheap sales expense." An official of a New England specialty corporation writes: "Were it not for efficient telephone service, we would be more seriously handicapped than I would care to imagine." A southern textile company: "Telephone service to other cities is one of our most useful tools."

The telephone eliminates the handicap of distance. It brings people "into your office" when you want them.

Rates are very low. Typical day station-to-station charges: Atlanta to Jacksonville, \$1.35. Denver to Pittsburgh, \$4.75. Detroit to Cleveland, 60 cents. A telephone call gets things done . . . quickly . . . easily . . . inexpensively.



Copeland Smashes the Depression; Breaks Year's Record in 6 Months

IN the first six months of its current fiscal year unit refrigerator shipments of Copeland Products, Inc., Mount Clemens, Michigan, were 50 1/4 per cent greater than for the entire record-breaking year of 1930. Every month of 1931 has broken records for the same period of previous years. By the first of May distributors at Columbus, Ohio, Reading, Pennsylvania, Trenton, New Jersey, Minneapolis, Detroit and other cities had passed their entire 1931 quotas.

"And yet our policy," as C. W. Hadden, sales manager of the Copeland Sales Company, explained, "was rather conservative. We set for ourselves the goal of equaling our household business of 1930 in 1931 and of increasing our commercial business about 40 per cent.

"Believing that 1931 was going to be a year when it would be increasingly important to conserve resources and operate on a strict budget basis," he added, "we decided to reduce our ratio of sales and advertising expense drastically. We divided the country into two regions, eastern and western, and put in charge of them men who had grown up with our organization—giving each five assistants, all of whom were recruited either from our factory branches or distributing organizations.

"In each region," Mr. Hadden continued, "we have one man especially trained along the lines of commercial sales. The other men are of well-rounded experience, with knowledge of sales, advertising, service, commercial applications, etc.

"Early in the year we published a distributors' manual in which we told frankly and clearly the problems which distributors were likely to meet. In it we outlined plans of operation of the various departments. We told them how to avoid the pitfalls of this business and stressed continually our interest in seeing the distributor, the dealer and the salesman make a satisfactory profit and at the same time enjoy his task.

"Our home office organization is imbued with the necessity of co-operating closely with our people on the firing line. Our sales promotion, dealer development, service and advertising departments are all schooled in

the theory that while the customer isn't always right, still we are very sure that we here are not always right. There has been developed, therefore, a fine spirit of courtesy in our correspondence and a desire on our part here to meet the other fellow half way.

"Our discount policy is liberal, although we expect our distributing organizations to prove themselves to us before granting them our maximum discount. We always make it possible, however, for a distributor to attain the maximum by reaching a mutually

during the years when sales were thin they were able to expend tremendous amounts for advertising, as a result of which they are now reaping the benefits in increased sales.

"Our problem has always been to make a little go as far as possible. We have done, this year, some modest amount of single-page advertising in black and white in the *Saturday Evening Post*; we have had some few pages in trade journals in ours and in kindred fields, and have cooperated with distributors in whatever advertising they desired to do up to a certain percentage of their purchases from us. Our recommendations to them have been to use three media for advertising locally—newspapers, radio and painted outdoor signs, for all of which we furnish materials and copy.

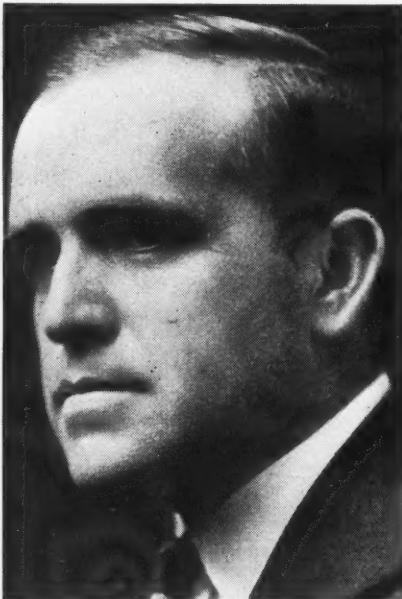
"In addition to other sales outlets, we have three factory branches at Chicago, Detroit and New York, which take about 50 per cent of our total output, operating at the same discount as our distributors and yet working on a basis which we are very certain will enable them to show a net profit on their business during the year 1931. We have also an export business operated from Detroit. Our export sales at the present time are running about 7 per cent of the total."

"The most serious single fault of the refrigeration industry," explained Louis Ruthenburg, president of Copeland, "is that it has held itself too cheaply. The low-priced household refrigerator is the industry's greatest fallacy.

"When a great market is 'pre-sold' on a product—when the only hurdle that separates the prospect from the product is price, the Ford philosophy is sound. . . . But automobiles are *bought* and refrigerators must be *sold*. Refrigerator price will not be a compelling argument for several years to come."

Much of the company's success in the last eight years, Mr. Ruthenburg believed, has been due to its ability to maintain prices through the emphasis on quality.

Another factor has been the stress which the company has placed on the desirability of "flattening out the sales curve"—to eliminate, as far as possible, seasonal fluctuations throughout the year.



Louis Ruthenburg

agreed-upon quota. We have never established the monthly quota idea, which would make it necessary for a distributor to load himself with stock in order to reach the desired goal.

"As to advertising, our problem has been and will perhaps continue for some time to be a difficult one. We maintain at all times a ratio of advertising expense to actually acquired sales. There has never been any large expenditure here for advertising purely to build up institutional good-will or to build up a background. As a result of this, our appropriation has been meager when compared with those of our larger competitors, but has been as large, as compared with actual sales, as theirs. Competition, however, has been fortunate in that

Flexibility

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NEWSPAPER
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8 S. Michigan Ave.

LOS ANGELES
510 W. 6th St.

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One city or fifty-eight, twenty-nine thousand circulation or sixteen millions — such Flexibility of medium enables you to advertise without waste in your most promising markets. • • • Flexibility is but one factor in the economy of rotogravure. Consider the Reader Interest in the sections, the High Visibility of the advertising in them, and the sales compelling Believability of their perfectly reproduced pictures. • • • Paper plays a vital part in quality of reproduction—in the Believability of advertising. For seventeen years Kimberly-Clark papers have set the standard for fine printing—whether in rotogravure, black and white, or color work.

Kimberly-Clark
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ESTABLISHED 1872 Neenah, Wis.

NEW YORK, 122 E. 42nd St.

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LOS ANGELES, 510 W. Sixth St.

Government in Business

BY JAMES TRUE
Director, Washington Bureau

WASHINGTON, D. C., June 3—Although no reason was given for the recent optimistic business forecast from the White House, it is known that President Hoover and his Cabinet based their opinion on the more than seasonal gain of factory production, depletion of automobile stocks, a slight upturn in employment and improvement in retail buying. It is likely that further encouraging but cautious statements will issue from the same source in the near future, as an effort to dissipate fear and encourage spending. Government economists and analysts do not look for a rapid improvement, but for a gradual, steady pull out of the depression. From study of important economic factors and their influence during other depressions of record, several authorities have gained personal convictions that a turn in business conditions for the better is in sight; but they will not talk for publication.

Appointment of Frederick M. Feiker as director of the Bureau of Foreign and Domestic Commerce, effective July 1, is considered as emphasizing the importance of the work of the Department of Commerce in domestic distribution and merchandising. Until recently, the bureau has been looked upon largely as a stimulator of our foreign trade. Now, under Mr. Feiker's direction, the organization will undoubtedly become the most important factor in eliminating the wastes of domestic distribution.

President Hoover's Continuing Interest in the affairs of the Bureau of Foreign and Domestic Commerce is emphasized by the appointment of a new director. Mr. Feiker is widely known as a Hoover man and one of the most prominent members of the "Old Guard"—men who have proved their ability under the direction of the "Chief" during the last fourteen years or so. When several bureaus of the department were reorganized about eight years ago, Mr. Feiker was responsible for placing the Bureau of Foreign and Domestic Commerce on a commodity division basis, a plan that has been largely responsible for the success of the bureau's effort. His advice and suggestions were also invaluable in the campaign for simplified practice, the census of distribution, the survey of current business, the Louisville survey and other projects. The consensus of Washington officials and newspaper men is that it would have been impossible to have made a better selection.

Behind the Chain Tax Campaigns there appears to be a desire on the part of many state officials to even up the score with a number of the largest mass distributors. Something over two years ago an association in the independent field claimed that the chains, almost without exception, were evading local taxes and were thereby taking an unfair advantage of independent dealers. The association reproduced its evidence and notified every tax assessor of the facts in localities where the chains were operating. Innumerable local investigations resulted at once, and with considerable resentment. Now, it is said, in practically all of the states tax boards and assessors are demanding or supporting tax legislation "to teach the chains a lesson."

Investigation of Chain Distribution by the Federal Trade Commission is meeting with delay because of the refusal of certain manufacturers and large chain operators to give the demanded information regarding secret discounts, rebates, advertising allowances and other methods of price-cutting. Although the commission has gathered a great many data on the subject, it has not been required in a single instance to take legal steps to get the information. This record is commendable; but there is no question that the Senate resolution which originated the investigation gives the commission all the power necessary to compel the filling out and return of its questionnaires. The resolution also provides heavy penalties for false returns. The investigation will reveal a great many facts of value to both manufacturers and chain operators.

Economic Justification of Chains in the food and drug fields is indicated to be more because of their ability to buy cheaply than for the reason of savings in their distribution, by several surveys now being conducted by the Government. It is thought that the Trade Commission's report on chain distribution, when it is made public next December, will support these indications and show that the only price benefit the food chains have given the public are measured by the advertising allowances, extra discounts and other concessions granted to mass buyers.

Talk of an Extra Session of Congress is not considered seriously in Washington. Fostered by so-called progressives, it is intended only as a political gesture with no hope of fruition, and with embarrassment to the administration as its principal motive.

Attacks on Government Research and Publicity by the official organ of the U. S. Chamber of Commerce are adversely and generally criticized here as inaccurate, highly exaggerated and absurd. Many newspaper men have assured the various information bureaus of the Government that their work is invaluable to the press, and several correspondents have started a movement for some sort of a public demonstration to express their appreciation to the key men of the Government's information service.

Package and Design Information promises to be one of the most valuable findings of the St. Louis Drug Survey. Thirty shaving soaps have been studied so far. With only five of these do the packages state the quantity contained. On six the size is designated as large, medium or small, and nineteen carry no indication of size. List prices are shown on only nine of the thirty packages, and the tendency is to play this feature down. In only three cases is the name of the article descriptive of its use, and in three others the brand is descriptive of the character of the product. All other brands are coined words or of miscellaneous nature. Color and design show definite central tendencies. In seventeen cases the base color is blue, and the printing is white in twenty-one cases. White also predominates as a trim color. Of the thirty designs, twenty-one are adjudged as decorative, with only one of florid type. Nine include pictures, while five feature emblems.

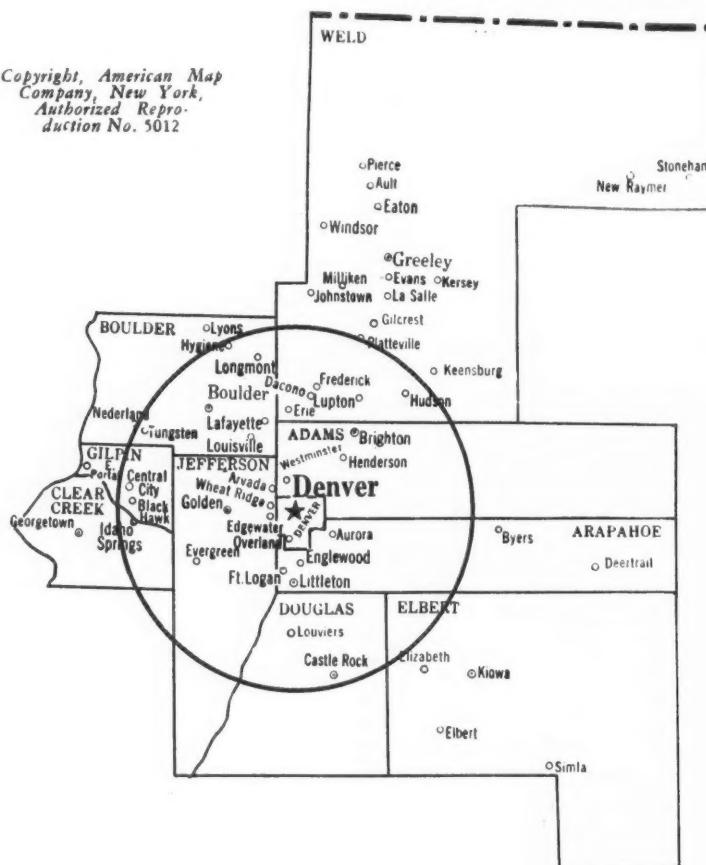
The survey will answer almost every conceivable question in regard to the best types of package designs in the selling of all popular goods sold by drug stores.

Population Studies of Principal Markets and their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

Number Twenty-eight: Denver

(A.B.C. Trading Radius: 32 Miles—The circle indicates distance only; not exact boundaries of trading area)



Send these studies to your salesmen in the territories analyzed. They will help to give the men a more adequate idea of the real sales potentialities in and around the metropolitan centers and see that your advertising manager has a copy also.

ARAPAHOE County led all other counties in the Denver area in rate of growth in population during the decade between 1920 and 1930, having quadrupled the rate of national growth. Jefferson County, too, made a sizable gain, with an increase of 51.5 per cent.

The increase in population in the group of counties analyzed in this study amounted to 15.9 per cent, the 1930 population figure being 463,561.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine, issued September 27, 1930. For a full explanation of the method through which those figures were evolved, see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the Reference Issue was printed only approximate figures were available.

Market information about the Denver area may be obtained from the *Denver Post* and *Rocky Mountain News*.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4); Washington and Minneapolis-St. Paul (April 18); New Orleans and Cincinnati (April 25); Newark and Kansas City (May 2); Seattle and Indianapolis (May 9); Rochester and Louisville (May 16); Portland and Houston (May 23); Toledo and Columbus (May 30).

Cities are being presented in the order of municipal population, beginning with the largest. Readers are reminded that this series of studies does not attempt to set up the boundaries of trading areas, but attempts to show only population trends.

An Analysis of 1930 Population Figures for Denver and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by special permission, is forbidden.

Cities	Miles from Denver	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (\$000 omitted)	Per Capita Spendable Income
Denver	..	256,491	287,861	12.2	Denver	256,491	287,861	12.2	\$308,631	\$1,072
* Englewood	1.0	4,356	7,980	83.2	Arapahoe	13,766	22,647	64.5	9,176	405
* Aurora	..	983	2,295	33.5	See above					
* Edgewater	..	664	1,473	21.8	Jefferson	14,400	21,810	51.5	10,875	498
* Wheatridge	..	846	851	.6	See above					
* Lakewood	..	683	1,101	61.2	"					
** Boulder	29.6	11,006	11,223	2.0	Boulder	31,861	32,456	1.9	21,464	661
** Lafayette	22.0	1,815	1,842	1.5	See above	"	"			
** Louisville	..	1,799	1,681	-6.6	"					
** Longmont	38.0	5,848	6,029	3.1	"					
** Brighton	19.0	2,715	3,394	25.0	Adams	14,430	20,245	40.3	9,440	466
** Golden	15.9	2,135	2,426	13.6	Jefferson	See above				
** Idaho Springs	37.4	1,192	1,207	1.3	Clear Creek	2,891	2,155	-25.5	1,007	467
** Littleton	10.3	1,636	2,019	23.4	Arapahoe	See above				
*** Fort Lupton	26.0	1,014	1,578	55.6	Weld	54,059	65,097	20.4	46,949	721
***					Douglas	3,517	3,498	-0.5	2,676	765
***					Elbert	6,980	6,580	-5.7	3,951	600
***					Gilpin	1,364	1,212	-11.1	622	513
TOTAL FOR AREA						399,759	463,561	15.9	\$414,791	\$895

* Cities within carrier limits (A. B. C.)

** Eight largest cities outside carrier limits, but within trading radius (A. B. C.)

*** Other cities and/or counties over 1,500 within A. B. C. trading radius.

"Miles from Denver" figures are from the Official Guide of the Railways, and, in a few instances, automobile road maps.

Number Twenty-nine: Atlanta

(A.B.C. Trading Radius: 75 Miles—The circle indicates distance only; not exact boundaries of trading area)

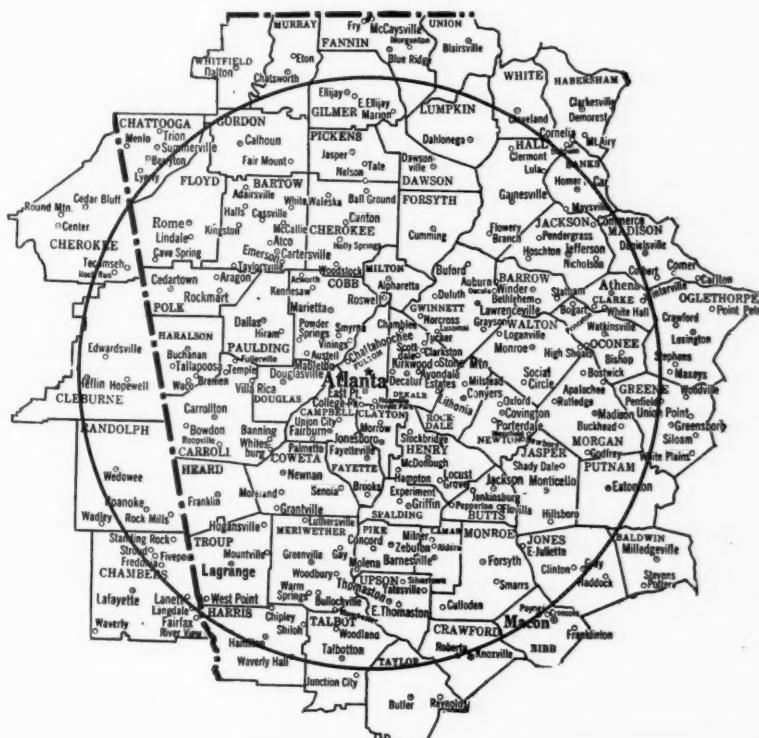
A STUDY of population changes in the Atlanta area shows a general exodus of inhabitants from many counties and a marked tendency toward concentration of population in a few sections. The two counties in which Atlanta itself is located were the major centers of increase: Dekalb with 59.5 per cent gain and Fulton with 37.0 per cent. The city of Atlanta gained 34.8 per cent.

Other counties in the Atlanta area which either equalled or exceeded the rate of national growth were: Cobb, Upson, Habersham, Whitfield, Floyd, Pickens and Polk.

Eight small cities within the carrier limits of Atlanta more than doubled their population, the increase being 107.7 per cent. The eight largest cities within the carrier limits gained 26.2 per cent.

Market information about the Atlanta area may be obtained from: Atlanta Constitution, Georgian and Sunday American, Journal and Chamber of Commerce.

The tabular analysis of the Atlanta area appears on the following page.



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An Analysis of 1930 Population Figures for Atlanta and Surrounding Territory Compared with 1920

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Cities	Miles from Atlanta	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Atlanta	...	200,616	270,366	34.8	Dekalb	44,051	70,278	59.5	\$14,154	\$201
• Buckhead	...	2,603	10,356	297.7	Fulton	232,606	318,587	37.0	278,922	875
• Center Hill	...	1,494	8,460	466.2	See above		
• East Point	5.0	5,241	9,512	81.5		
• Hapeville	8.4	3,088	6,812	20.6		
• Edgewood	...	1,063	297	-72.1		
• Kirkwood	...	3,418	105	-69.3	Dekalb		
• College Park	9.0	3,622	6,604	82.3	Clayton	11,159	10,260	-8.1	2,073	202
• Decatur	6.0	6,150	13,276	115.9	Fulton	See above		
• Athens	72.9	16,748	18,192	8.6	Dekalb		
• Marietta	20.0	6,190	7,638	23.4	Clarke	26,111	25,613	-1.9	10,946	427
• Cartersville	48.0	4,350	5,250	20.7	Cobb	30,437	35,408	16.3	9,689	274
• Rome	72.8	13,252	21,843	64.8	Bartow	24,527	25,364	3.4	5,359	211
• Gainesville	52.9	6,272	8,624	37.5	Floyd	39,841	48,667	22.2	11,256	231
• Griffin	42.6	8,240	10,321	25.2	Spalding	21,908	23,495	7.2	5,832	248
• LaGrange	71.0	17,038	20,131	18.2	Troup	36,097	36,752	1.8	9,088	247
• Madison	68.0	2,348	1,966	-16.3	Morgan	20,143	12,488	-38.0	2,956	237
• Milledgeville	...	4,619	5,534	19.8	Baldwin	19,791	22,878	15.6	2,610	114
•	•	•	•	•	Banks	11,814	9,703	-17.9	1,523	157
•	•	•	•	•	Barrow	13,188	12,401	-6.0	2,486	200
•	•	•	•	•	Bibb	71,304	77,042	8.0	45,462	564
•	•	•	•	•	Butts	12,327	9,345	-24.2	1,973	211
•	•	•	•	•	Carroll	34,752	34,272	-1.4	7,845	229
•	•	•	•	•	Chattooga	14,312	15,407	7.7	2,230	145
•	•	•	•	•	Cherokee	18,569	20,003	7.7	3,505	175
•	•	•	•	•	Coweta	29,047	25,127	-13.5	6,510	259
•	•	•	•	•	Dawson	4,204	3,502	-16.7	465	133
•	•	•	•	•	Douglas	10,477	9,461	-9.7	1,597	169
•	•	•	•	•	Fannin	12,103	12,969	7.2	1,337	103
•	•	•	•	•	Fayette	11,396	8,665	-24.0	1,781	209
•	•	•	•	•	Forsyth	11,755	10,624	-9.6	1,924	181
•	•	•	•	•	Gilmer	8,406	7,344	-12.6	987	135
•	•	•	•	•	Gordon	17,736	16,846	-5.0	3,019	179
•	•	•	•	•	Greene	18,972	12,616	-33.5	2,427	192
•	•	•	•	•	Gwinnett	30,327	27,853	-8.2	4,896	176
•	•	•	•	•	Haralson	14,440	13,263	-8.2	2,442	184
•	•	•	•	•	Harris	15,775	11,140	-29.4	2,159	194
•	•	•	•	•	Heard	11,126	9,102	-18.2	1,838	202
•	•	•	•	•	Henry	20,420	15,924	-22.0	3,121	196
•	•	•	•	•	Jackson	24,654	21,605	-12.4	4,314	200
•	•	•	•	•	Jasper	16,362	8,394	-47.5	2,121	247
•	•	•	•	•	Jones	13,269	8,892	-32.2	1,422	158
•	•	•	•	•	Lamar	...	9,745	...	2,016	207
•	•	•	•	•	Lumpkin	5,240	4,927	-6.0	586	112
•	•	•	•	•	Madison	18,803	14,921	-20.6	2,962	198
•	•	•	•	•	Meriwether	26,168	22,437	-14.3	4,805	214
•	•	•	•	•	Milton	6,885	6,730	-2.3	1,342	200
•	•	•	•	•	Monroe	20,138	11,606	-42.4	2,285	197
•	•	•	•	•	Murray	9,490	9,215	-2.9	1,661	180
•	•	•	•	•	Newton	21,680	17,290	-20.2	3,542	205
•	•	•	•	•	Oconee	11,067	8,082	-27.0	1,470	182
•	•	•	•	•	Oglethorpe	20,287	12,927	-36.3	2,536	196
•	•	•	•	•	Paulding	14,025	12,327	-12.1	1,647	134
•	•	•	•	•	Pickens	8,222	9,687	17.8	1,422	147
•	•	•	•	•	Pike	21,212	10,853	-48.8	2,712	250
•	•	•	•	•	Polk	20,357	25,141	23.5	5,166	206
•	•	•	•	•	Putnam	15,151	8,367	-44.8	1,322	182
•	•	•	•	•	Rockdale	9,521	7,247	-23.9	1,249	172
•	•	•	•	•	Talbot	11,158	8,458	-24.2	1,535	182
•	•	•	•	•	Taylor	11,473	10,617	-7.5	2,372	223
•	•	•	•	•	Union	6,455	6,340	-1.8	719	113
•	•	•	•	•	Upson	14,786	19,509	31.9	4,404	226
•	•	•	•	•	Walton	24,216	21,118	-12.8	4,699	223
•	•	•	•	•	White	6,105	6,056	-0.8	832	137
•	•	•	•	•	Whitfield	16,897	20,808	23.1	4,496	216
•	•	•	•	•	Campbell	11,709	9,903	-15.4	2,123	214
•	•	•	•	•	Crawford	8,893	7,020	-21.1	1,228	175
•	•	•	•	•	Habersham	10,730	12,748	18.8	2,585	203
•	•	•	•	•	Chambers, Ala.	41,201	39,313	-4.6	7,391	188
•	•	•	•	•	Randolph, Ala.	27,064	26,861	-0.8	4,696	175
•	•	•	•	•	Cleburne, Ala.	13,360	12,877	-3.6	2,121	165
•	•	•	•	•	Cherokee, Ala.	20,862	20,219	-3.1	3,733	185
TOTAL FOR AREA						1,433,383	1,475,256	2.9	\$544,095	\$369

Change Peach Sales Plan

FRESNO, CALIF.—California Peach & Fig Growers Association will re-establish its own sales contact with the wholesale trade, after a lapse of seven years, on July 1, when the present sales arrangements with California Prune & Apricot Growers Association terminate.

Heads Wheeler-Osgood

TACOMA—Harry T. Nicolai, of Portland, has been chosen president of the Wheeler-Osgood Company here, door manufacturer, to succeed George J. Osgood, resigned. Mr. Nicolai has been vice-president since 1929, when the Nicolai door plant was consolidated with Wheeler-Osgood.

Sexagenarian Sales Drive

SYCAMORE, ILL.—A sixtieth anniversary sales drive has just been inaugurated by the Turner Brass Works, manufacturer of blow torches and fire pots here. A feature of the program is a sales service plan for distributors which involves mailing cards, letters and individual campaign schemes.

A New Yardstick to Gauge

the Janesville—Southern Wisconsin Market

An Analysis of Per Capita Retail Sales
in 13 Major Wisconsin Markets
1930 U. S. Census of Distribution Figures



THIS 20 page booklet, "The Consumer's Dollar in the Janesville Market," just off the press, contains valuable information about the Southern Wisconsin Market. A copy will be sent to you.

Janesville leads 13 major Wisconsin markets in per capita sales of food products, cigars and cigarettes and candy. It is well above the average in 5 other major classifications.

The Janesville worker's weekly pay check was 33 1/3% above the average for 30 Wisconsin industrial cities in March, 1931—actually 11% above his average weekly wage in the prosperous years of 1925, 1926 and 1927.

Radio set ownership in the Janesville territory is 13% above the average for the state.

These and other important facts are included in "The Consumer's Dollar in the Janesville Market"—20 pages of facts, charts and figures.

You will find it a convenient, helpful yardstick in gauging the importance of the Janesville-Southern Wisconsin Market. Send for your copy TODAY!

The Janesville Gazette

JANESVILLE, WIS.

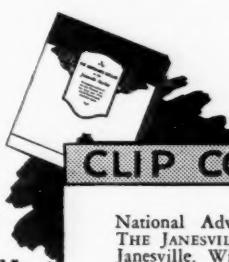
H. H. BLISS, Publisher

THOS. G. MURPHY, Asst. Manager

FREDERIC A. KIMBALL COMPANY, INC., Representatives: Chicago
New York Pittsburgh Philadelphia Detroit Milwaukee

Read in 15 out of 15 Homes in Janesville
and 13 out of 15 Homes in the Territory

WCLO—Janesville Gazette Radio Station



CLIP COUPON NOW!

National Advertising Manager,
THE JANESVILLE GAZETTE,
Janesville, Wisconsin.

Name
Company
Address
Position



"Prudence Penny," food expert of the Hearst newspapers, buys a "tailor-made" home from Sears, Roebuck.

Sears, Roebuck Residence Business Grows with "Tailor-Made" Homes

CHICAGO—In the face of a general decline in residential construction of nearly 50 per cent last year, the home construction division of Sears, Roebuck & Company increased its business more than 5 per cent over that of 1929. It expanded its group of branch offices from forty-eight to fifty-five in the territory east of the Mississippi and north of the Mason-Dixon line, and expects soon to be rendering its home planning, construction and finance service throughout the country. On June 10 the division will cross the Mason-Dixon line, when it opens southeastern regional sales headquarters in Washington.

The growth of this phase of Sears, Roebuck's work was attributed by Harvey L. Harris, general manager of the home construction division, in an interview with this magazine, primarily to two factors: a financing policy involving a fifteen-year monthly instalment mortgage up to 75 per cent of the cost of house and lot, under which Sears, Roebuck assumes the functions of contractor, banker and selling agency for the owner, and a wider selection—providing virtually "tailor-made" homes at mass production cost and on an instalment payment basis no higher than rent. Both of these policies were adopted last year.

Discussing this policy in *SALES MANAGEMENT*, April 12, 1930, Mr. Harris said: "We believe that this plan, with other similar long-term home financing plans likely to be adopted by other large concerns, will go far toward checking the decline of home building."

Sears, Roebuck had been selling building materials for twenty-three years,

including ready cut houses, to a total of 56,000 families, and building supplies to a large percentage of 12,000,000 mail order and recently department store customers; but had not hitherto undertaken to do building work nor to offer so liberal a mortgage coverage.

In the 1930 operations 80,000 building trades workers were employed for a total of more than six million working hours.

"In our own organization we now refer to the building contract as a 'lock and key' job," Mr. Harris explained this week, "because, upon completion, we hand the key to the new owner who can turn it in the front door lock and move in, on payment to us of the first of 176 monthly payments.

"These operations were planned and supervised through the branch offices with a corps of salesmen working out of each office on personal solicitation selling. This departure, however, supplemented rather than supplanted mail-order selling in which the same catalogue and literature were employed.

"The fundamental weakness in the home construction system, as I see it, has been the lack of coordination of all its processes—planning, financing, selling and building—in such a way as to protect the ultimate consumer from many pyramided charges and profits and a diversified responsibility for satisfactory performance. By our correlation of these processes, the client can know in advance what his home will look like, what it will cost, and that each step will be satisfactorily performed before accepting the finished product.

Frederick Feiker Joins Commerce Department; Payne Heads A. B. P.

WASHINGTON — Frederick Morris Feiker, for the last four years managing director of the Associated Business Papers, Inc., New York, has resigned to become director of the Bureau of Foreign and Domestic Commerce of the Department of Commerce. Mr. Feiker's appointment was announced by President Hoover May 30. He succeeds William L. Cooper, who returns to London as commercial attaché. H. J. Payne, assistant to Mr. Feiker at the Associated Business Papers for the last two years, assumes charge there, with the title of secretary.

Mr. Feiker served with Mr. Hoover when he was Secretary of Commerce in 1921—later becoming special agent of the Bureau of Foreign and Domestic Commerce, and expert consultant of the Department of Commerce. He organized the commodity divisions in the bureau, assisted in the establishment of the simplified practice division and helped to organize the *Survey of Current Business*.

Between 1923 and 1926 he was operating vice-president of the Society for Electrical Development.

Previous to joining Mr. Hoover, Mr. Feiker had wide experience in business paper publishing and in industries. He was connected with the General Electric Company in 1906-1907, was chairman of the editorial board of *System and Factory Magazine*, editor of the *Electrical World* and later vice-president of the McGraw-Hill Publishing Company.

Mr. Payne was also associated with Mr. Feiker at McGraw-Hill and at the Society for Electrical Development.

Cole, G. E. Distributor, Plans to Double Volume

NEW YORK—At a meeting of 230 star salesmen here this week, Rex Cole, distributor for General Electric refrigerators in the metropolitan territory, announced plans for a drive this summer to double the volume of the same months of 1930. Despite unfavorable weather conditions, May sales of these refrigerators here showed an increase of 76.2 per cent over May, 1930.

"This year we expect to sell \$15,000,000 worth of refrigerators," Mr. Cole said.

NEW YORK—Paul Hyde Bonner has resigned as vice-president and director of the Stehli Silks Corporation, to engage in research studies in France.

A PICTURED TRIP THROUGH THE INSTITUTE

UNLIKE the stage, there is no illusion about a great magazine that a visit behind its scenes can destroy. Indeed, an opportunity to observe the care, the skill, and the enthusiasm which go into its preparation only increases the delight of the audience. Every reader who has actually witnessed the prolonged and fascinating effort behind a Delineator Institute article goes away with a heightened sense of the authority and usefulness of that article.

That all of Delineator's readers may enjoy the opportunity of a pictured visit to Delineator Institute, we have prepared a booklet entitled, "Mrs. Jones Discovers the Most Interesting Home in the World." Here is an illustrated story, which, by its vivid description of an editorial technique in action, will galvanize the imaginations of the women who read it. We are offering it in Delineator, free to those readers who are interested.



FREE!

IF you are interested in how we are intensifying the enthusiasm of our readers for Delineator, we shall be glad to send you, too, a copy of this booklet.

DELINATEATOR INSTITUTE
159 Sixth Ave., New York City

DELINATEATOR.

A & P Chain and Swift Fight Milk Companies for Ice Cream Trade

NEW YORK—Dominance in the ice cream business of National Dairy Products Corporation and the Borden Company, largest food manufacturers, is now being questioned by the Great Atlantic & Pacific Tea Company, largest retailer, and by Swift & Company, largest packer.

A. & P. has begun experimenting with ice cream in its stores in New England and New Jersey and will probably extend distribution throughout its 16,000 units later. For the present at least, however, A. & P. is buying from established manufacturers.

Meanwhile, as a result of the recent modification of the packers' consent decree, Swift has started ice cream production on a test basis at several of its plants in the middlewest. Swift has 114 plants for preparing butter and other dairy products and more than 400 sales branches.

A report that Armour & Company, another member of "big four" packers at whom the 1920 consent decree was directed, would also enter the ice cream business has been denied. Swift, Armour and Cudahy are said to be planning expansion by adding canned goods and similar lines.

Goodall to Manufacture All Palm Beach Suits

SANFORD, MAINE—Goodall Worsted Mills, manufacturer and patentee of Palm Beach cloth, has decided that, after September 1, it will not sell the cloth to other manufacturers, as at present, but will handle the entire manufacture of men's Palm Beach suits.

The Goodall Company has been organized to take the entire output of the fabric mill, manufacture it into garments and market them to the retail trade.

The new policy was adopted, William S. Nutter, vice-president explained, to eliminate the difficulty which has been created by the fact that suits made of Palm Beach cloth have not been uniform. Mr. Nutter also believes that the exclusive manufacturing policy will create new and wider markets for the cloth and help materially to stabilize production and employment.

Weyerhaeuser Moves

St. PAUL—Headquarters of the Weyerhaeuser Sales Company, handling marketing for the extensive Weyerhaeuser lumber interests, will be moved August 1 from Spokane here.



J. S. Tritel

Westinghouse Appoints Tritel Vice-President

EAST PITTSBURGH—J. S. Tritel has been elected vice-president and general manager in charge of manufacturing, sales and engineering of the Westinghouse Electric & Manufacturing Company. For the last two years he has been vice-president in charge of manufacturing.

Chief of construction for the St. Louis World's Fair in 1904, Mr. Tritel then joined the Westinghouse company as manager of its Kansas City district. In 1922 he became manager of the merchandising division of the general sales department and three years later when the merchandising business became a separate department, general manager of merchandising activities.

"File" for Men's Clothes Introduced by Lane

CHICAGO—To bring "office efficiency" into the "filing" of wearing apparel in the home, the Lane Company, Inc., Altavista, Virginia, maker of cedar chests, announced at the Furniture Club here this week a new wardrobe which will be promoted this fall.

Finished in matched walnut and lined with cedar, the wardrobe has facilities for twelve shirts in sliding envelopes, below which are eight drawers labeled for collars, handkerchiefs, hose, gloves, pajamas and other articles. There are also places for eight to ten suits, two overcoats, extra trousers, hats and shoes.

Retailers Start Program to Show Product Films to Their Customers

NEW YORK—Decision of Paramount Publix Corporation and Warner Brothers Pictures to discontinue production and distribution through their theatres of "sponsored" films has not affected materially the production and distribution of straight advertising films, SALES MANAGEMENT learned this week.

A program for the use of talking pictures in department stores is being planned by a committee representing the sales promotion division of the National Retail Dry Goods Association, under Arthur Price of the Namm Store, Brooklyn. The retailers will cooperate with manufacturers whose products are sold in their stores in making and presenting a series of films dealing with specific lines.

Most leading stores and many manufacturers have expressed interest in the program, Mr. Price said. The series for the first year will cover twenty-six subjects, each running for a two weeks' period. "Manufacturers," he added, "will not be allowed to promote their merchandise to the exclusion of other brands. The pictures will be so designed as to be entertaining enough to hold the interest of the stores' customer audience and at the same time create a desire for the merchandise." Fashion Creators Guild has just completed arrangements with Theatre Service Corporation for a series of Fashion Film Reviews that are to be shown in motion picture theatres throughout the country, under contract to Theatre Service, including many Paramount Publix houses.

Weedon Succeeds Fisher as Russell Manager

MIDDLETOWN, CONN.—Daniel E. Weedon has become treasurer and general manager of the Russell Manufacturing Company here, maker of Rusco brake linings and other fabric products. He replaces William C. Fisher, who has retired after fifty years of service with the company, to become vice-president in an advisory capacity. Mr. Weedon has been sales engineer of Westinghouse Electric & Manufacturing Company; general sales manager of Hungerford & Terry, Inc.; and president and treasurer of the Holmes Manufacturing Company.

NEW YORK—An "alphabet of vitamins" has been prepared by the National Better Business Bureau, for the guidance of manufacturers and consumers.

hitting 'em with everything but the water-bucket

In this year of pumping oxygen into listless sales curves, it's wise to work *every* sales-boosting device you can lay your hands on.

Has the planning of your sales program included a thorough consideration of the value of premium offers? If not, it should. For right now they're springing into revived favor. They're proving their effectiveness in today's highly competitive sales situation, not for consumer use alone, but with dealers as an aid in getting distribution and as an added incentive to salesmen.

Of all the sound premium offers you might use, few can be depended upon to do as good a selling job for you as silverware. For, no home ever has too much silverware. Every housewife is eager to get extra pieces of flatware. Then, too, there's a richness in the very appearance of silverware which makes it a particularly impressive premium. And when your premium bears the quality-assuring name of Genuine Original Rogers, then your customers are bound to be convinced that you're giving them silverware they can really be proud to own.

Remember this, too. Wm. Rogers Mfg. Co. offer you the services of their experienced premium merchandising staff. That means you can get carefully worked out plans on the application of premiums to your business without charge. And these are practical plans. Genuine Original Rogers Silverware is now building bigger business for hundreds of widely different national advertised products.

Coupon brings full details from Premium Service Department

Mail the coupon today—and let us show you how Silverware Premiums can help you. *Wm. Rogers Mfg. Co., International Silver Co., Successor, Meriden, Connecticut.*

S.M. 6-6

Premium Service Dept.,
W.M. ROGERS MFG. CO.,
I. S. Co., Successor, Meriden, Conn.

Please send me full information on the Wm. Rogers Mfg. Co. Premium Service.

Name

Business

Address

City..... State.....

Product Diversification Increases Northwest Purchasing Power

NEW YORK—Relegating wheat in favor of live stock, farmers of Minnesota, the Dakotas and Montana are working out "their own farm relief," Charles F. Collison, farm editor and lecturer for the Minneapolis *Tribune*, told a meeting of New York business men at the Columbia Club here this week.

Mr. Collison described the work done in the last ten years by the *Tribune*, under its publisher, F. E. Murphy, also a successful farmer, in helping to organize the farmers there, to assist them in diversifying their crops and to install methods of cost accounting and of "sound business practice."

"Minnesota has cut down her wheat growing 2,700,000 acres since the war," Mr. Collison explained, "and has employed this acreage for potatoes, corn, hay and feeding crops.

"Her wheat crop, in the world's greatest flour milling state, brought only \$21,000,000 in 1929 and \$12,376,000 in 1930. Yet Minnesota barnyard biddies now give their owners \$80,000,000 worth of eggs and poultry annually. Minnesota creameries sell \$125,600,000 of butter. And owned largely by farmers themselves, the creameries return 91 per cent of all this money to the dairymen."

As an indication of the effects of this program on buying power, Mr. Collison pointed to the fact that, whereas towns in the iron mining region of northeast Minnesota have only one car for every 6.5 people, and towns in the region where wheat still predominates one car for every four, the population per car in the dairying districts ranges from 1.19 to 3.33.

General Foods Expands Canadian Facilities

MONTREAL—Minute Tapioca Company, Ltd., has been organized by General Foods, Ltd., Canadian affiliate of General Foods Corporation, to handle manufacturing and distribution of this product in Canada.

General Foods, Ltd., has also opened new divisional headquarters at Winnipeg to direct distribution of General Foods products in Western Canada.

Owens-Illinois Grows—West

TOLEDO—Owens-Illinois Glass Company, Ltd., has been incorporated under California laws by Owens-Illinois Glass Company, to build a new Pacific Coast plant to aid in developing its bottle and glass container business in that section.



Earle H. McHugh

M'Hugh Heads Advertising for Hearst Magazines

NEW YORK—Earle H. McHugh has been appointed general advertising director of the Hearst magazines, to succeed Eugene Forker, now publisher of the *New York American*.

As general manager of the business magazine division of International Magazine Company, Mr. McHugh has had charge of advertising policies of *Motor*, *The American Druggist*, *American Architect* and *Aromatics*. He joined the staff of *Motor* twelve years ago. Previously he had been with the Fairchild Publications.

W. F. Gardner, formerly promotion manager of the Hearst business magazines, is now business manager.

Smaller Candy Packages Gain in Popularity

WASHINGTON—Although handy package candies continue to gain favor with the American public, their consumption in 1930 amounted to only 4 per cent of the total output of confectioneries, the Department of Commerce announced this week, in summarizing the results of a survey of confectionery distribution in 1930. Production of molded chocolate bars and chocolate-covered bars (not including packages) usually retailing at five cents apiece, showed an increase in poundage over 1929, although the total value was somewhat less. These two classes together represented more than a third of the total.

The quantity of confectionery sold to manufacturers last year was about 2 per cent less than in 1929 and the total value 7.7 per cent less.

Cremo Contest Boosts Sales for Chevrolet, Ford and Plymouth

NEW YORK—Winners in the daily contest which American Cigar Company is conducting for its Certified Cremo brand (SALES MANAGEMENT, May 30) now have the choice between a Ford or a Plymouth 1931 tudor model or a 1931 Chevrolet coach. In the original announcements on the daily Cremo broadcasts last week only the Chevrolet was available. Thus all three of the largest motor car manufacturers in the country—General Motors, Ford and Chrysler, maker of Plymouth—are benefiting by the publicity and by the purchase of cars by the cigar company.

Although the exact number of letters received since the contest was first announced May 25 has not been determined, an official of American Cigar informed this magazine that as many as 4,000 entries have been received in a single mail and several mails have brought more than 3,000.

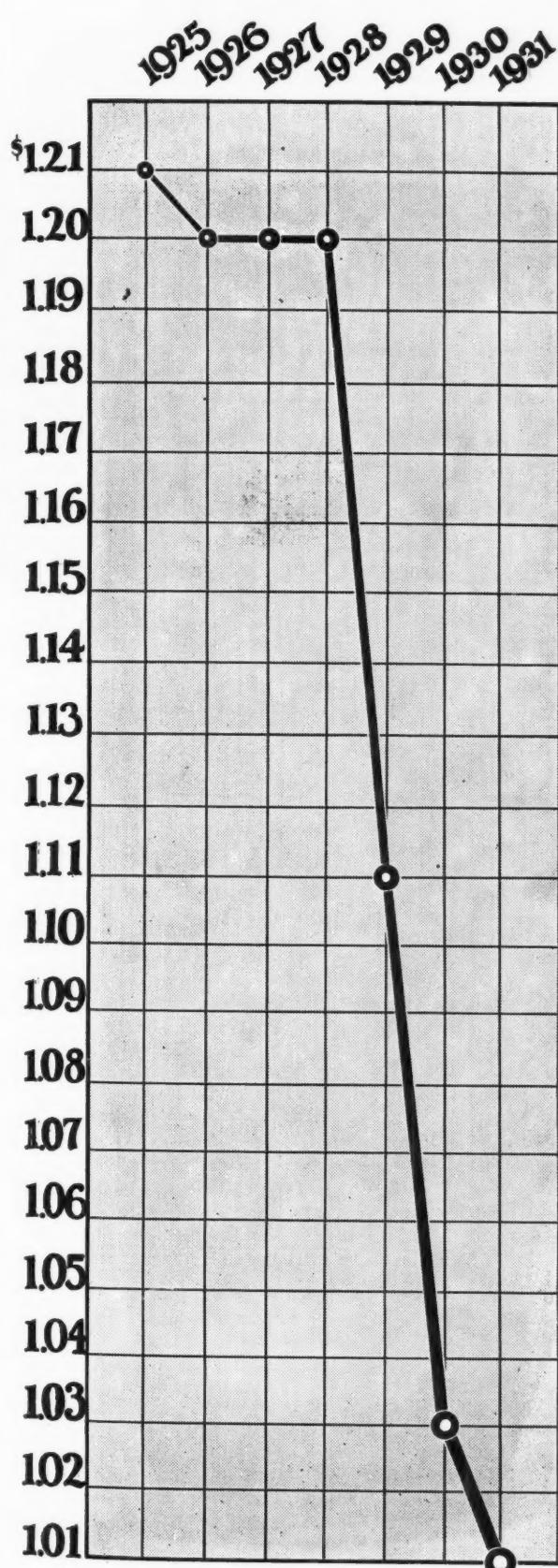
The first winner, announced Memorial Day, was Donald A. Kahn, Los Angeles building contractor. George M. Clement, a warehouse foreman of Jamaica Plains, Massachusetts, was the second, June 1. One car is being awarded nightly, except Sunday, for an indefinite period. The winners are determined by a group of executives of American Cigar, on the basis of the accuracy and promotional value of their twenty-word letters, each word on a separate Cremo band or facsimile, on the merits of Cremo cigars. The groups of judges are changed periodically to provide a fresh viewpoint in the analysis.

Western Union Extends Aviation Ticket Service

NEW YORK—Air passenger reservations for all units of United Air Lines, largest air transport service in America, will be offered by all Western Union offices in the United States.

Planes of the United Air Lines, transport division of the United Aircraft & Transport Corporation, now are flown by National Air Transport from New York to Chicago, and Dallas; by Boeing Air Transport, from Chicago to San Francisco; Pacific Air Transport, Seattle to San Diego; and Varney Air Lines, Salt Lake City to Seattle and the Pacific Northwest.

Some twenty air lines now have exclusive agreements with Western Union to enable passengers to obtain reservations without charge.



Still Lower Goes the Cost of Star Advertising

THIS graph shows the decline in The Kansas City Star's milline rate from 1925 to 1931.

On a basis of the average daily circulation for the six months ending March 31, The Kansas City Star's milline rate is \$1.01.

This is 2 cents less than last year's milline rate. It is 20 cents less than the milline rate of 1925 and 35 cents less than the milline rate of 1921.

A reduction of 25% in 10 years!

The Kansas City Star's advertising rate is the lowest in America.

THE KANSAS CITY STAR.

Evening 300,001

Morning 298,146

Sunday 315,411

Gossip

THOMAS D'ARCY BROPHY, formerly vice-president and chairman of the sales committee of Revere Copper & Brass, Inc., has joined Kenyon & Eckhardt, Inc., New York agency, as first vice-president and chairman of the plan committee. Mr. Brophy has been in charge of sales research and development for Anaconda Copper Mining Company, vice-president of Anaconda Sales Company and vice-president and chairman of the advisory committee of the Copper & Brass Research Association.

Morgan-Todd Company, advertising agency of Mansfield, Ohio, will hereafter operate as The Morgan Advertising Company—with JOHN C. MORGAN as president and manager; R. E. McCOMBS, formerly with Morgan-Todd, as an account executive; S. O. SCHWEITZER, formerly assistant art director with the Firestone Tire & Rubber Company, art director; and WILLIAM C. NEU, formerly with the Nesbitt Service Company and Fuller & Smith & Ross, Inc., Cleveland agencies, sales representative and contact man.

MASON HAM is now on the staff of H. B. Humphrey Company, Boston agency, as copy writer and research man. He had been a feature writer and columnist for the Boston *Herald*.

FRANK TIERNEY, until recently with the Los Angeles *Examiner* and San Francisco *Chronicle*, has opened his own advertising agency in the Terminal Sales Building, Portland, Oregon.

HILMAR B. BRONDAHL, who had been with the sales and production departments of Station KOIN, of Portland, Oregon, is now with the Randolph T. Kuhn Advertising Agency there, as an account executive, supervising radio advertising.

SIDNEY WILLIS, for many years with the Washington *Post*, Chicago *Tribune* and the Baltimore *Evening Sun*, and more recently with C. C. Winingham, Inc., Detroit agency, is now an executive with Erwin, Wasey & Company, New York.

FECHIMER, FRANK & SPEEDEN, INC., Detroit advertising agency, has been elected to membership in the American Association of Advertising Agencies.

FRANK T. DENMAN, for the last two years vice-president and executive vice-president since the retirement of Mr. Denney early this year, has been elected president of the William H. Denney Company, Inc., New York agency, to succeed HARRY L. GAGE, whose resignation was announced in the May 30 issue of this magazine. ALBERT E. LOBECK, formerly comptroller, has been elected secretary.

HUGH RYAN, for seven years with the J. Walter Thompson Company, more recently as art director at the Montreal office, now has a similar position with the Blaker Advertising Agency of New York.

Pacific Frosted Foods Buys a Lot of Berries

SAN FRANCISCO — Pacific Frosted Foods, Inc., recently formed subsidiary of General Foods Corporation and Standard Oil Company of California, has ordered from Ray Maling Canning Company of Hillsboro, Oregon, ninety-one tons of strawberries, 150 tons of raspberries and various vegetables for distribution throughout the eleven western states.

Since the introduction of frosted foods by General Foods last year, the Maling company has supplied a large part of its fruits and vegetables. After processing, these were shipped in refrigerator cars for distribution in Springfield, Massachusetts, and other New England cities where the first tests were conducted—sometimes several months elapsing between shipment and the time they reached the consumer's table.



E. Irving Hanson

Hanson Becomes Head of Mallinson Silks

NEW YORK—E. Irving Hanson, vice-president and treasurer of H. R. Mallinson & Company, silks, has been elected president to succeed the late H. R. Mallinson.

In 1899 Mr. Hanson joined the silk firm of Valentine & Bentley, where he remained until he joined Mallinson in 1914 as vice-president and manager.

New McCormick Container

BALTIMORE — McCormick & Company, manufacturer of food products here, has adopted a new dress for its prepared mustard for Spanish-speaking countries. A band of red running through a dark blue triangle appears on a background of gold.

Account Changes

FREDERICK STEARNS & COMPANY, Detroit, cosmetics and proprietary medicines, to N. W. Ayer & Son, Inc., there. Effective June 15.

INECTO, INC., New York, Notox hair coloring, to Louis C. Pedlar Corporation there. Women's magazines and newspapers.

SCRANTON LACE COMPANY, Scranton, Pennsylvania, lace curtains, drapery nets and bedspreads, to Amos Parrish & Company, New York.

STETSON SHOE COMPANY, INC., South Weymouth, Massachusetts, to Homer McKee Company, Inc., New York.

HALOID COMPANY, Rochester, photographic papers, to Hughes, Wolff & Company, Inc., there. Photographic magazines and direct mail.

G. W. VAN SLYKE & HORTON, Albany, Peter Schuyler cigars, to Moser & Cotins, Brown & Lyon, Inc., Utica and New York.

OHIO PATTERN WORKS & FOUNDRY COMPANY, including Eureka Valve division; and OHIO ART BRONZE INDUSTRIES, Cincinnati, to Keeler & Stites Company there.

BRITISH INDUSTRIES FAIR, England, to Dorland Advertising, Ltd., London.

WILLIAM HENRY MAULE COMPANY, Philadelphia, seedsmen, to Flagler Advertising, Inc., Buffalo.

BROOKMIRE ECONOMIC SERVICE, INC., New York City, to Rudolph Guenther-Russell Law, Inc., there.

COHEN & GOLDMAN, New York City, men's Worsted-tex and Knit-tex clothing, to Amos Parrish & Company there. Roto-gravure in key cities, black and white in others.

MME. HELENA RUBINSTEIN, New York, Valaze toilet preparations, returned to Hirsch Advertising Agency there.

HYPOCHLORITE PRODUCTS CORPORATION, Buffalo, DAG—disinfectant, antiseptic and germicide—to Addison Vars, Inc., there. Magazines, newspapers, farm journals, trade papers and radio.

ELECTRIC ROTARY MACHINE MANUFACTURING COMPANY, Chicago, Ermco rug washing machinery and equipment and other products, to Reed G. Landis Company there. Trade journals and magazines.

IRVINGTON VARNISH & INSULATION COMPANY, Irvington, New Jersey, Harvel and Kap Seal products, to Street & Finney, Inc., New York. Business papers and direct mail.

DOLLY GRAY, originator of semi-made dresses; PERMA-TEE CORPORATION, golf tees, and HOTEL BEVERLY, all of New York, to Littlehale-Burnham-Rossiter, Inc., there. Women's magazines on Gray account; magazines on Perma-Tee, and newspapers and magazines on Hotel Beverly.



Wilshire Boulevard, Los Angeles

A Thirty Minute Car Ride

Just about 50 per cent of the entire population of Southern California—1,497,084 people, or about 375,000 families, according to the 1930 census of the A. B. C., live within ten miles of the center of the city of Los Angeles. . . . less than a half hour by automobile or street car from "downtown."

These people make up what is unquestionably the richest metropolitan market in America. They have an average annual spendable income per capita of \$1,351. . . . higher by far than any other similar size (or larger) community in the world.

The 1930 A. B. C. Audit Report shows that 194,053 of these prosperous families have The Los Angeles Evening Herald come into their homes six days a week. This coverage of America's fifth city is 66,000 copies more, or 52 per cent greater, than is offered by the second Los Angeles daily (a morning paper), and nearly two and one half times that of the second afternoon paper. . . . and that's a big reason why Media Records reports that in 1930 The Evening Herald lead the second Los Angeles daily by 3,874,450 lines, and why The Evening Herald has for years carried more Display Advertising, both local and national, than any other daily newspaper on the Pacific coast.

ANY SCHEDULE DESIGNED TO COVER LOS ANGELES SHOULD BEGIN WITH THE

LOS ANGELES EVENING HERALD

Representatives

New York
HERBERT W. MOLONEY
342 Madison Ave.

Chicago
JOHN H. LEDERER
326 Madison

Detroit
RAY MILLER
General Motors Bldg.

San Francisco
A. J. NORRIS HILL
Hearst Bldg.

Editorials

EXCEPTIONAL PRICES: In the current discussion of discrepancies between wholesale and retail prices attention is being directed to the undisputed fact that nationally advertised brands are the outstanding exception to the rule of steady reductions. The National Association of Manufacturers has asked the retailers to get into price step with the jobbers, to which request the National Retail Dry Goods Association replies (1) that the price recession in 1930 went farther in retail than in wholesale offerings, and (2) that "whatever basis exists for criticism of retail price trends is due solely to the maintenance of trade-marked goods (with some exceptions), the prices of which are fixed by manufacturers themselves."

. . . This may account for the interesting fact that the net earnings in the first quarter this year of a score or more of large advertisers of trade-marked articles—amounting to more than \$30,000,000—were only a trifle over 1 per cent less than in the same period of 1930. Compared with the disheartening loss of earnings sustained by most businesses in the first quarter, this showing can hardly be cited to support a charge that manufacturers who have the courage and foresight to keep alive demand for their output at profitable prices are swelling the ranks of the unemployed or adding to the list of commercial failures. . . . In the long run no doubt prices at retail must follow the trend of commodity prices. There is nothing new, however, in the phenomenon that well-known articles of established quality can command better prices than articles of obscure origin and doubtful quality. Prevailing conditions merely bring into high relief the ability of advertising to sustain public confidence in products of distinctive merit.

ABROAD HINT TO THE TRADE COMMISSION: The United States Supreme Court agrees with the Circuit Court of Appeals, Sixth Circuit, that the Federal Trade Commission has no power to stop the advertising of an "obesity cure" merely because statements made in such advertising may be prejudicial to public welfare, unless at the same time the commission offers proof that in such sales promotion there is unfairness to legitimate business competition. Members of the commission express the view that the decision will not hamper their work as self-appointed censors of advertising; they are merely admonished, they say, to make sure in other cases that the record contains the sort of evidence the court requires to sustain them. But a careful reading of the Supreme Court opinion does not justify the view that this will be so easy. Who besides the public is hurt if unsupported claims are put forth that corpulence yields to certain preparations taken internally? Not the doctors, as

the court points out, since "they follow a profession and not a trade, and are not in the business of making or vending remedies but in prescribing them." As to other manufacturers of such articles, the court has no reason to believe that Congress would concern itself with their business rivalries. Whether the statute relating to the branding of food and drugs might be invoked is a matter, the court holds, with which the Federal Trade Commission has nothing to do. . . . There is not a word in the opinion that gives comfort to those who make, distribute or advertise products in behalf of which claims are published that may be seriously called in question. At the same time, however, the Federal Trade Commission will have difficulty in discovering in its language support for excursions into fields that are not clearly within the scope of the commission's powers.

THE NEW BUYING: It is a fact of no small significance to the present state of affairs that while reports from the great producing industries show little sign of improvement now or in prospect, the trades which are in close touch with consumer buying of the ordinary articles of commerce are selling goods in rising volume and have been doing so for several weeks. This trend was obscured in the early stages by the low prices, which keep comparative dollar volume down in spite of quantity expansion. It has been noticeable for six weeks or more, however, that even on this basis sales receipts in many cases have not been far from last year's levels. This means, of course, that the public, tempted by bargains, has been spending money more liberally than usual. It is an indication also that buying resources have been less depleted than has commonly been taken for granted. . . . Among the few signs now discernible that a favorable change is under way none is so important as this. For numerous and various as are the reasons advanced for the prevailing depression, there must be agreement on the fact that, many or few, the forces which brought about our undoing made themselves felt mainly in a sudden checking of the demand for goods. It follows that revival of demand is the best of all evidences that the destructive forces have petered out. . . . How far this revival of buying will go depends probably on the ability of business to reconcile its operations to the new price level, which, as was pointed out on this page last week, is really the old price level. Difficulties in the way are only too obvious. On the one hand, if quality is sacrificed, there is danger of blighting the new buying spirit in the bud. On the other, selling goods without profit leads only to disaster. The problem is one for alert, resourceful management.

ECONOMY USE MEAD

Inferior quality is not economy. If faced with a paper problem of high quality at unusual cost—

a light weight paper thus reducing your mailing costs, very often a most important item.

research laboratories have produced this unique Dull Coated special surface sized paper which overcomes the common difficulties and fills a need long felt by the lithographer.

SNOW WHITE OFFSET is the only sheet of its kind on the market: Its smooth coated surface gives a maximum of opacity at a minimum of weight. When lithographed it gives an unexpected brilliancy of results and unusual depth of tone.

“a paper deserving of your attention”

THE MEAD SALES COMPANY, Inc.

CHICAGO

111 W. Washington Street

NEW YORK

230 Park Avenue

DAYTON

Calahan Bank Building

THE MEAD CORPORATION, CHILLICOTHE, OHIO



MASON Modern Mailers are laboratory creations because they are designed and tested by box making engineers before production is begun.

We start with the known factors a box must encounter in usage. Constant study of mailing requirements and conditions is responsible for Mason quality.

You might suppose an important differential in cost. The reverse is true when we point out the economies. Mason Modern Mailers save time, handling and materials, and add the factor most important of all...SAFETY!

MASON
MODERN
MAILERS

Main Office, Attleboro Falls, Massachusetts
New York Office, 175 Fifth Avenue

Media

Would you, if you were a newspaper publisher, dare to send out an expensive promotion booklet that left the reader to guess who put it out? The Cleveland *News* almost did that. The twenty-four page booklet summarizing the study which the Emerson B. Knight organization made for them indicates in only one ten-point line that it was sponsored by the *News*. The survey covers the extent of the Cleveland market, the reading habits and preferences of the people by sections of the market and the coverage by districts of the three Cleveland papers in various combinations. The conclusions drawn by the Knight organization can be used fully as effectively by *Press* representatives as by the *News* men.

Many a corporation president who reads this magazine remembers with pride the tender years of his business in the back of the store, and there probably is a director or two of great industries who incubated their businesses in a toolshed. These men, now sitting on velour-cushioned director's chairs, are glad they once knew the feel of the board top of the cracker-barrel, and it is they who will understand and sympathize with F. A. Owen's temptation to reminisce on the occasion of the announcement of the fortieth anniversary of the *Normal Instructor*. Sitting on a tobacco pail in the attic of a country grocery store, Mr. Owen penned lines of inspiration to teachers in little red schoolhouses. That was in 1891. Now the magazine is called simply *The Instructor* and leaves a modern office building to go into great institutions of learning all over the country. The November issue will be a special anniversary number, and because that great body of young women who are the readers of the *Instructor* is one of the few groups whose purchasing power has not diminished, there is every reason to expect a right royal celebration.

Household Magazine wanted to do its bit in the private versus nationally advertised brand war, but it wanted its efforts to sell the consumer, not the advertiser. *Household* figured that a consumer could do a better job of convincing a consumer than a medium, which might conceivably have an axe to grind. So it induced its housewife readers to say their say by means of a prize contest. Contributions to the contest are being published in a booklet by *Household*. Out of her shopping experiences one housewife built this credo:

1. Use nationally advertised articles. ("Nationally advertised" means advertised in reputable magazines of national circulation. The publication stands behind the articles advertised. That is your guarantee.)
2. Take no substitutes.
3. A bargain is a bargain when the very same brand is selling at a price lower than the regular price.
4. A bargain is a bargain only when I really need the article.
5. The value of the purchase is measured in terms of satisfaction.

Did you know that the Columbia Broadcasting System now had eighty-five stations as against National's seventy-six? That revenues of both companies leaped in the

January to April period of 1931 as compared with the same period of 1930?—N. B. C.'s 40 per cent and Columbia's 35 per cent? N. B. C., of course, is well in the lead, but young Columbia's showing great precocity, and this week declared its first dividend.

Conant Manning, publisher of *Woman's World*, has hit upon a new device for establishing a sense of continuity in a widely spaced promotion mailing. He's sending out a series of eight pieces two weeks apart. The process of hitching up the series in your memory is speeded up by the use of scented ink in the printing of the pieces.

Here's a new kind of market analysis. The Radio Program Builders will analyze and determine the entertainment preferences of any group of prospects your advertiser is trying to reach. Their name tells the rest of the story of their functions.

Scott Howe Bowen sells a radio service. His advertising, however, doesn't talk much about what he can do, but it does tell little-known facts of interest to advertisers about radio. Says S. H. B.: "Surveys show that July and August lose 8 per cent of their radio audience as compared with January and February, and every year shows a decrease in this figure."

The Detroit Daily *Mirror* has done its share toward revitalizing the automotive industry by purchasing an entirely new fleet of forty-three Chevrolet trucks to make deliveries in Detroit and suburbs.

The winning of the first publication advertising prize by the Philadelphia *Evening Bulletin* in the contest conducted by the Philadelphia Business Progress Association gives the lie to that old adage that a prophet is not without honor save in his own country. For four years the *Bulletin* has taken upon itself the responsibility of promoting nationally Philadelphia's natural advantages as a manufacturing site as well as a consumer market. The Donovan-Armstrong Advertising Agency collaborated with the *Bulletin* in the planning of the prize-winning campaign.

George A. Olsen, formerly advertising manager of *Building Supply News*, is now editor and publisher of the *National Builders' Supply Bulletin*, Cleveland.

The appointment on June 1 of Weil, McGinnis and Sloman, Inc., by L. Bamberger & Company as national representatives for *Charm* is just another step in the growth of that magazine.

Nelson J. Wolcott has left his *Country Home* to join the western advertising staff of *The Farm Journal* at Chicago.

The new western advertising manager of the *American Bankers' Association Journal* is H. Kenyon Pope.

Industrial Power and Industrial Record will henceforth be handled on the west coast by Roy M. McDonald Publishers' Representatives.

Manufacturers of electric appliances will be interested in the *Electric Farm Equipment Directory and Sales Manual* to be issued early in the fall by Case-Sheppard-Mann Publishing Corporation. A hundred thousand electrified farms were added to the power companies' lines last year.

*... but those
"nice little
orders"
didn't prove
profitable*

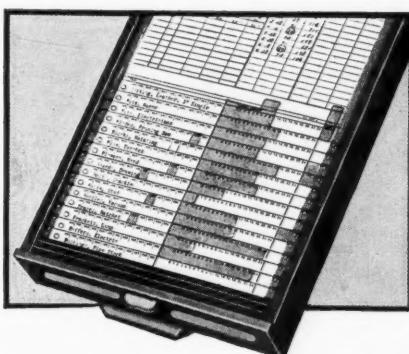


FOR YEARS this company had been receiving what the sales manager characterized as "nice little orders" from the trade. At the end of each year, the sheets showed a "nice little profit" with emphasis on the 'little'. Then in an endeavor to bolster up business, Kardex Sales Control was installed and within one month this signalized operating record flashed some surprising facts; brought to light conditions that accounted for those puny profits.

For one thing, Kardex proved thru its progressive green signal that, altho every time the salesmen called, they got an order, actually the company was filling only 10% of the customers' requirements. Immediately activities concentrated

on the missing 90%. Those nice little orders became bigger . . . the result of sales control thru modern operating records.

Moreover Kardex catapulted into the limelight other vital facts that had never been known before—month of last call—month of last order—type of business visible—customer's estimated requirements



—percent filled at present time—credit data. All in all the system proved a pivot upon which the entire business swung into a new and higher position in its field.

**Kardex Control is
Complete!**

No other system will give you at a glance in colorful dramatic form a synopsis of your exact standing with every customer. By no other means can you bring together in a single file the whole story of your relationships with those who buy of you. Find out for yourself the facts on Kardex Sales Control as an operating record of proven profit. The coupon will bring them to you promptly. Kardex Division, Remington Rand Business Service, Buffalo, New York.

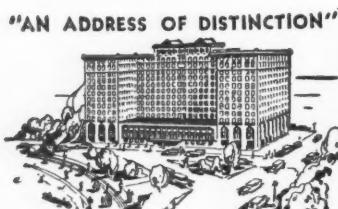
Remington Rand

Send me full facts on Kardex Sales Control.

Name _____ Firm _____

Address _____

S.M.-6



**"The Crossroads
of a Nation"**

THE logical meeting place of those who appreciate the superlative in foods . . . elegance in accommodation. THE DRAKE Travel Bureau helps relieve you of travel detail. *Rates begin at \$4 per day. Permanent Suites at Special Discounts.*

THE
DRAKE
HOTEL, CHICAGO
Under Blackstone Management

**PUTS
PUNCH
IN YOUR SALES
PROMOTION**

In their most successful campaigns, leading national advertisers are including imprinted toy balloons—PLUS a "Perfect" sales promotion plan. More than ten years experience proves that it pays.

"Perfect" service includes complete execution of a plan built to fit your particular sales program. If your product is retailed through dealers, we can help your dealers boost sales.

Write for the facts. They're interesting.

THE PERFECT RUBBER CO.
Mansfield, Ohio
Est. 1919

Talkies Kindle Dealer Interest for Perfect Circle Company

(Continued from page 390)

ary, our representatives conducted 252 exhibitions, attended by 11,549 persons, an average of forty-six per meeting; the February record was 198 showings, attended by 10,269 people, an average of forty-eight per meeting; and in March, they held 270 meetings which were attended by 14,514 people, an average of fifty-two per meeting.

Beginning April 1 we began showing mainly to our 2,600 wholesale distributors, for the benefit of their dealers and repairmen and the meetings have been more largely attended.

Representatives map out their call routes at least a month in advance, where possible, being governed chiefly by contract renewal dates, the object being to conduct the meeting and renew the distributor's contract at one and the same time.

Booking Showings

About three weeks before a scheduled call, the representative mails a "factory" letter to the wholesale distributor. This letter has been processed, sealed, stamped and shipped to the representative by parcel post, one letter for each of his accounts. Signed by Don H. Teetor, manager of replacement sales, it tells the distributor that at an early date, our representative, who is named, would like to show him and his customers the "Magic Circle," gives him some idea as to what the picture is like, provides a suggested program and concludes with the remark that, as meetings are booked weeks in advance, it is hoped that he can arrange for the meeting on the day our representative suggests. The letter is accompanied by a specimen announcement, illustrating some of the highlights of the picture, which will be furnished the distributor in quantity for him to send out.

Two days later the representative mails the distributor another letter, this time under his own name, referring to Mr. Teetor's letter, saying he would like to hold the meeting on a date which he names, and enclosing a date approval card.

Meetings are held in the distributor's store, a hotel room or a public hall; wherever there is room and ordinary house-lighting current. They are always held in the evening, as dealers and repairmen could not leave their business during the day.

The morning after the meeting, the

representative checks the distributor's stock, takes orders for replacements, has the renewal contract signed, requisitions advertising material for the distributor and performs the other usual duties of a factory representative.

This article began with a quotation from one dealer and it might appropriately end with another:

"We are unable to estimate the good that this meeting did, but a number of the mechanics have come to me this morning and said they derived more information in the two hours than they had acquired during all the time they have been following the trade as automobile mechanics."

"The district service manager of the International Harvester Company advised me that he had every question answered that had been puzzling him for years. He is just starting his round over his territory and he intends to spread this information to all his dealers, numbering around 150."

"I again want to thank your good company and we want to assure you that we know more about piston rings than we did in the past. We have a better argument, which will naturally increase our sales, so we suggest that you watch our reports for the coming months."

Survey of Surveys

(Continued from page 370)
in the United States, and to \$105.59 for each pupil attending these schools.

There were 15,000,000 children in public schools in 1900; in 1928 there were 25,000,000. Enrollment in public high schools increased 77 per cent between 1920 and 1928. College and university growth is even more amazing, with an enrollment increase of 87 per cent since 1920. Proof positive of a huge and steadily growing market.

The booklet in question is in the form of a running story, interspersed with pictures and tables. Some of the more important are given herewith: 1. Value of all school property and equipment; 2. Number of school buildings; 3. Expenditures for building and equipment; 4. Expenditures for text books and teaching material in public elementary and secondary schools; 5. Total cost of all public education; 6. Number of teachers in public and private schools and higher institutions; 7. Salaries paid to teachers and principals of public elementary and secondary schools; 8. School enrollment figures, etc.

Those who have potential markets among this group will do well to read this brochure carefully from river to river. Available through the Committee on Advertising Survey of the Educational Press of America, 1201 Sixteenth Street, N.W., Washington, D.C.

Plus Signs

+++ IT WILL SURPRISE MANY to learn that 22 per cent of the corporations whose earnings records are available show first quarter increases for this year as compared with last.

+++ GAIN IN MACHINE TOOL ORDERS since the November lows has been more than seasonal. Wesley Mitchell, the most noted authority on business cycles, says that the machine tool trade normally is the first to show recovery.

+++ BUSINESS FAILURES IN MAY, according to R. G. Dun & Company records, numbered 2,248, as compared with 2,386 in April and 2,179 last May.

+++ EARNINGS OF DRUG, INC., (Liggett, Bristol-Myers, Life Savers, Vick, Bayer, etc., etc.,) were greater in the first quarter this year than last.

+++ AUTOMOBILE PRODUCTION AND SALES IN MAY reached a high point for the year to date. Chevrolet, with 113,852 cars and trucks, had the heaviest production since July, 1929. Their export sales were five times as heavy as in May of last year.

+++ THE IRVING FISHER INDEX of business activity gained 3.7 per cent during the week ending June 1.

+++ BANK DEBITS turned up more than 10 per cent last week.

+++ A SURVEY of all previous American depressions, both major and minor, shows that in each recovery a pronounced upward climb began between June 1 and July 1, the rise coinciding with good prospects for farm crops.

+++ CONSOLIDATED CIGAR CORPORATION for the first five months this year earned fourteen cents a share more than in the same period last year.

+++ DURING MAY the general line sales curves of American Can Company and Continental Can Company turned upward.

+++ THE PENNSYLVANIA RAILROAD COMPANY has ordered electrical equipment to cost about \$16,000,000 from Westinghouse and General Electric.

+++ SUBSTANTIAL IMPROVEMENT IN INDUSTRIAL EMPLOYMENT is one of the bright spots in May.

+++ INCREASED ACTIVITY IN BUILDING is shown by Department of Commerce reports that new bookings for structural steel in April were 293,600 tons, as compared with 184,400 tons in March and 222,800 tons in April, 1930.

+++ CHICAGO'S WHOLESALE TRADE, according to the Federal Reserve Bank of Chicago, expanded in most groups during April. Gains of 4, 7½ and 4 per cent shown in drug, dry goods and shoe sales, respectively, were contrary to seasonal trends. The hardware increase of

Genuine Engraved Letterheads Guarantee a Reading for Your Message

*The Mark of Genuine
Engraving guards against
disappointing imitations*

*Watch for it when
you select Announcements,
Cards or Stationery*

ENGRAVED STATIONERY MANUFACTURERS ASSOCIATION

Do You Know

- what you can lawfully do to maintain resale prices?
- what you cannot do lawfully to maintain your resale prices?
- why legislation like the Capper-Kelly Bill cannot pass?
- the kind of price control legislation that can be passed in the common interest of manufacturer, distributor and consumer?
- what is necessary to eliminate the business cycle?
- what is the real trouble with the Trade Practice Conference?
- what is required to put the Trade Practice Conference on a sound working basis?

Price Control in the Public Interest

BY NELSON B. GASKILL

Mr. Gaskill has been a practicing lawyer in the business field for many years. He was formerly chairman of the Federal Trade Commission, and was chosen by Mr. Hoover, when he was Secretary of Commerce, to write the chapter on legal relations for the text book on Trade Associations published by the Department of Commerce. He is a member of the New Jersey Bar, and among other activities is president of

the Lead Pencil Institute. Noted for his ability as a business analyst and economist, he is probably the best qualified authority in America to present a report on the subject of price maintenance which combines both the legal and economic points of view with an understanding of business practice. The price of this report is \$5 a copy. Enclose check or tell us to charge you, and address—

Washington Bureau of Sales Management
950 National Press Building

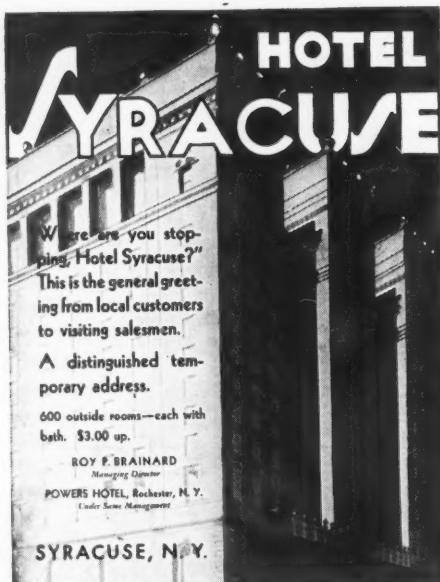
Washington, D. C.

26 per cent was considerably larger than usual.

+++ BRADSTREET'S REPORTS OF SALES in ninety-eight lines of business in New York City shows twenty-five of them equal to 1930 for the week ending May 30.

+++ SHIPMENTS OF NORGE REFRIGERATORS (Division of Borg-Warner Corporation) for the first five months are 540 per cent ahead of last year.

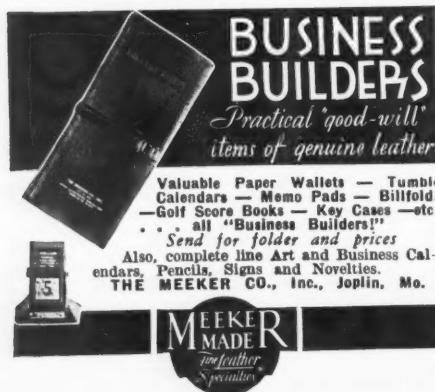
+++ KIMBERLY-CLARK CORPORATION has received a contract amounting to several million dollars to supply the text paper for *Liberty* magazine over a period of several years.



KLEEN-SHOT PAPER TEES

Most convenient Golf Tee on the market. A great advertising medium—a novelty that possesses 100% advertising and utility value. The ideal way to reach your prospects. Each book makes a business card he will keep. Your ad on cover of every book and on each tee, 20 tees in a book. Write today for samples and prices. Agencies recognized.

C. D. REIMERS CO.
319 W. 18th St. - Box 6
Fort Worth, Tex.



**MEEKER
MADE**
Leather
Specialists

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

POSITION WANTED

THE EDITORS OF SALES MANAGEMENT are in touch with a young college man who will be graduated this June, who wants to join the organization of a progressive manufacturer and learn the business from the ground up. This man is a commerce student who has partially worked his way through school, who has an unusually fine personality, plus ambition and energy. The Editors of this magazine believe this man will be a real asset to any concern that finds a place for him. Address P. S., care Managing Editor, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES EXECUTIVE AVAILABLE—AN AGGRESSIVE ACCREDITED ORGANIZER, THOROUGHLY EXPERIENCED IN MODERN SALES AND MERCHANDISING METHODS. WELL EQUIPPED TO FORMULATE SOUND SALES POLICIES, ANALYZE TERRITORIES, TRAIN SALESMEN, PLAN PROMOTIONAL WORK, CREATE PRACTICAL ADVERTISING AND VISUAL SALES AIDS FOR AGENTS AND DEALERS. EXPERIENCE INCLUDES BUILDING MATERIALS, OFFICE APPLIANCES AND AUTOMOBILE INSURANCE—TEN YEARS AS SALESMAN AND BRANCH MANAGER; SEVEN YEARS AS GENERAL SALES MANAGER OF AN OFFICE APPLIANCE COMPANY SUPERVISING OVER 100 DOMESTIC BRANCHES, ALSO 56 FOREIGN AGENCIES; SIX YEARS AS GENERAL MANAGER OF DISTRIBUTING COMPANY SELLING VISIBLE FILING EQUIPMENT, BOOKKEEPING MACHINES, SAFES, CALCULATING MACHINES, ETC. HOWEVER, VARIOUS MERGERS ELIMINATED OUR PROFITABLE LINES, NECESSITATING CHANGE. AGE 44, GRADUATE CIVIL ENGINEER. REFERENCES UNQUESTIONABLE, RECORD CLEAN AND SUCCESSFUL. PREFER

A REASONABLE SALARY AND PERCENTAGE OF SALES. ADDRESS: PAUL B. WALDIN, 16595 ARDMORE AVENUE, DETROIT, MICH.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES SECURED FROM OUR CLIENTS. THIS DISTRIBUTOR TOOK ON A NEW SPECIALTY, RETAILING AT \$60. HIS FIRST PURCHASE \$12. WE SUBMITTED SALES PROGRAM CAPABLE OF NATIONAL EXPANSION. WITHIN FOUR YEARS HIS SALES WERE NATIONWIDE, RUNNING TO \$100,000 MONTHLY. 35 YEARS SALESMANSHIP-IN-PRINT EXPERIENCE BACK OF OUR CAMPAIGNS. SUBMIT SALES PROBLEMS FOR FREE DIAGNOSIS. 10 YEARS SALES PROMOTION MANAGER, LARKIN CO. JAMES C. JOHNSON, 119 WOODBRIDGE AVE., BUFFALO, N. Y.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR NEW CONNECTION AND QUALIFIED FOR A SALARY BETWEEN \$2,500 AND \$25,000, YOUR RESPONSE TO THIS ANNOUNCEMENT IS INVITED. THE UNDERSIGNED PROVIDES A THOROUGHLY ORGANIZED SERVICE OF RECOGNIZED STANDING AND REPUTATION THROUGH WHICH PRELIMINARIES ARE NEGOTIATED CONFIDENTIALLY FOR POSITIONS OF THE CALIBRE INDICATED. THE PROCEDURE IS INDIVIDUALIZED TO EACH CLIENT'S PERSONAL REQUIREMENTS, YOUR IDENTITY COVERED AND PRESENT POSITION PROTECTED. ESTABLISHED TWENTY-ONE YEARS. SEND ONLY NAME AND ADDRESS FOR DETAILS. R. W. BIXBY, INC., 118 DOWNTOWN BUILDING, BUFFALO, N. Y.

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16 WEEKS MORE!
The 1931 Sales Management Markets and Media Reference Number will be published September 26th.

"GIBBONS knows CANADA"